

THE CORPORATE IMAGE AS IT REFLECTS
FIRM SELF-CONCEPTION AND AFFECTS
PATRONAGE MOTIVES

By

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CHAPTER I

INTRODUCTION

Theory, research, and evolving concepts which have practical applications for the businessman are dealt with in this dissertation. This businessman, particularly the professional manager, may be and probably is part social scientist, psychologist, anthropologist, economist; and above all he is profit oriented. Therefore, the implications to be drawn from this dissertation are both logical and useful. In this pragmatic frame of reference, the attitude which is fundamental to this study recognizes positive image creation as one of the essential functions in the operation of corporations, if they are to compete effectively in the American economy.

Rapidly changing conditions occurring in the American corporate society are bringing with them stringent new demands for increasing competitive effectiveness. These changes and demands have given active image creation a unique position in recent years.

The development of the corporation has paralleled industrialization in the United States, and it is not unusual to find the corporation having absentee ownership and

professional management. When business firms remain small, and when social communities remain stable, compact and close-knit, the strong business leader is able to project himself to members of the community. The projection of himself or of his personality represents in effect the perception that the community members have of the individual's business firm as well as of the individual. (11, p. 15)

However, when businesses become larger and when the owners are required to employ professional managers to aid in the direction of the firm, it is likely that the close community contact will be lost. The loss of the close association may create a void in the competitive position of the firm. The void is essentially one of communication, and as the firm undertakes to fill the empty space, it may do so by actively projecting an image, its corporate image.

Even though much attention has been devoted to the topic of the corporate image in recent years, still many business executives fail to understand the significance of imagery and they tend to give it only superficial treatment. (11, p. 2) Each company has a "personality" that is unique to that organization, and this "personality" tends to "...reflect management's hopes, attitudes and biases." (18, p. 5)

Project conception

The increasing recognition and emphasis being placed on the social sciences as they are related to the field of

marketing, has resulted in much study and attention being devoted to the corporate image concept in the past few years. This writer has developed a keen interest in this concept; consequently, he proposed to devote the dissertation study to this general area of the corporate image concept.

Initially, the dissertation proposal was to study the comparative images of supermarkets in a given geographical area. This proposal was pursued until one of the companies selected refused permission to allow the author to work on the store premises. Only "lip-service" cooperation was obtained from a second organization and even that subsequently died. However, executives of the Publix Company, including Mr. George Jenkins, the President, Mr. Mark Hollis, the Personnel Director, and Mr. William Schroeter, the Director of Advertising, were enthusiastic and optimistic concerning a corporate image study. It was then proposed that an image study be undertaken with the Publix Corporation serving as a case study.

Organization

[The author of this dissertation assumes that the corporate image is the result of the total activities of the firm. In so far as this assumption is valid, the study of a corporate image must be broad. It must properly define the setting in which the image will be studied. Therefore, the evolution and current status of management philosophy is analyzed in the first phase of this dissertation. Imagery

is also investigated in this initial facet of the study. Phase two serves to present significant information related to the history, management philosophy and self-concept of the Publix Company. Depicted in the third part of the dissertation are the results of field surveys. The surveys were designed to allow an evaluation of the degree of effectiveness with which the Publix self-concept has been communicated to consumers.

Objectives

The objectives for this dissertation are quite modest. One aim is to order, with clarity, some of the concepts about imagery that have emerged from research, theory and practice. A second aim is to analyze the company personality of Publix Super Markets, Incorporated, in such a way as to bring together in a usable framework a model for further study of the corporate image.

Hypothesis

The author asks the question: Does the Publix Company actively engage in image projection and, if so, is the activity successful and to what degree? Stated positively, Publix does have an image, the company is actively attempting to project the dimensions of its conceived image and Publix managers, employees and customers, as well as general super-market shoppers are aware of that image.

Assumptions

Any expression of ideas involves making certain assumptions. The writer approaches the study of imagery and image creation with certain assumptions which need to be explicit. He assumes that: 1) the corporation exists primarily for the purpose of earning a profit and only secondarily for other purposes; 2) the American business society is dynamic and competitive; 3) there is a need for competitive change to meet the challenge of a changing business society; 4) consumer patronage motives are influenced by a conceived image; 5) the conceived image is intangible; and 6) human behavior is amenable to scientific study.

These assumptions are implicit in much that is written about the American competitive situation. They are an explicit basis for the rationale of this paper.

General limitations

Some general limitations are recognized here which affect the entire study. Others are treated throughout the dissertation. Few studies proceed with unlimited time and resources. This one was not an exception; therefore, a limitation is present to the extent that various deadlines were met with general accuracy, and financial as well as human resources were expended only as were necessary and available. Another general limitation in this dissertation

relates to the methodology, descriptive analysis. Inherent in descriptive analysis and the use of questionnaires and interviews are the potential limitations of sample adequacy and predisposition of respondents. A weakness may be present to the degree that, in part, information was gathered by indirect observation.

Perhaps the findings and ideas presented here will serve best if, by providing a slightly different view of competition or a more comprehensive one of image study, they stimulate readers to think in a synthesizing manner. No effort has been exerted to make these ideas especially acceptable. It is hoped that they will at least prove to be more than academic exercise and at best productive of reactions.

CHAPTER II

CONTEMPORARY MANAGEMENT PHILOSOPHY

Introduction

Illumination can further be directed to any one particular management philosophy by investigating its broader environment and that environment's heritage. The purpose of this chapter, therefore, is to investigate the practice of management as it is conceived in America today; George Jenkins and Publix are a part of the American environment, and the Jenkins' philosophy can perhaps be better understood within the framework of contemporary management.

Attempting to implement the title of this chapter "Contemporary Management Philosophy," has proven to be a challenging task; maybe it is even impossible to synthesize within such a short treatise as this chapter, the fundamental factors incidental to the title. The attempt is made, however, even though a myriad of defenses is necessary. A clear understanding of philosophy as it is used here is basic; a brief discussion of the birth of management aids in focusing and illuminating "contemporary philosophy"; also, the analysis must proceed in generalities in order to avoid the trap of non-conforming individualities.

The philosophy of business management, or of any other discipline for that matter, can apparently be best determined by an investigation of the principles or objectives underlying that discipline. For after all is said, the philosophy is simply a reflection of fundamental beliefs, laws, or rules of action which in effect are the principles. So, clearly stating the meaning of a principle, one can conclude that it is a "rule of action, a primary or basic law or doctrine, a fundamental truth." The collective rules of action or basic doctrines are the philosophy. This chapter, then, is the culmination of a survey of general basic principles that underly the practice of management in the American corporate community today.

The Emergence of Management

Management: a recent phenomenon

One can rightly say that the study of management is a recent phenomenon; one can also conclude, after a brief investigation of historical thought in economic writings, that there existed not even a remote opportunity for management as it is known today to be studied earlier than in recent history. This is true because the writers and scientists who influenced the thinking prior to modern times did not conceive current management. The ideas, beliefs, and writings of the classical economists discouraged

management and its practice as it is now commonly known as so did the theory of evolution and the Poor Law of Great Britain.

The twentieth century brought about the advent of attitudes and conditions which allowed and condoned socially responsible management practices. Even though the time of this occurrence may seem to be astounding, it is really not, because the behavior of businessmen was entirely consistent with the basic philosophy dominating business activity. The dominant philosophy prior to this century was grounded in "natural laws," and entrepreneurs practiced economic activity accordingly.

Smith. Malthus. Ricardo

At the beginning of the twentieth century, the business practice code was strongly grounded in traditional thought. (13, p. 8) Adam Smith espoused a laissez-faire type of economy with self-interest acting as the "invisible hand" to best guide social and personal policy. Smith believed that if everyone were motivated to gain as much as possible for himself, both in production and in the marketplace, that these actions would enhance the wealth of nations. This theory held labor as a commodity and that it should be treated as such, commanding no greater price than that necessary for maintaining just simple existence.

Malthus' population theory and David Ricardo's "iron law of wages" gave additional support to early business ideology. The workingman was doomed to live close to a subsistence level, Malthus maintained, because population increase would far outstrip production increase and wages; therefore, wages could not possibly rise much beyond a maintenance level. The "iron law" further proposed that wages could never go beyond the amount required for subsistence.

Social Darwinism

Employers and businessmen were economically educated in these beliefs. The natural order of the universe and the world was dominant; one should strive to gain the maximum, giving little regard to other factors. Add to these basic beliefs Social Darwinism, that only the fittest survive whether it be animal or man, and what appears to have been despicable business attitude becomes the only logical one.

The Poor Law

Preceding twentieth-century management practice was another factor giving impetus to the traditional philosophy: the Poor Law. (13, p. 10) As the Law existed in England from 1834 to the early 1900's, helping the poor was interpreted as degrading and an act that tended to pauperize them; the Law held that public relief was demoralizing and simply encouraged "shiftlessness and indolence." Any aid

that was given the deprived had to be in the form of institutionalism or relief that came from private agencies; moreover, all aid emphasized "character," and only those individuals who appeared rehabilitable could be helped, the others being left to survive as best they could.

"Dismal science"

Revolution was apparent from the close of the middle-ages in both social and economic realms. Agriculture was giving way to manufacturing and commerce, and the self-sustaining feudal system was breaking down in favor of national loyalty and power through the development of new nation-states. However, popular teachings were constant reminders that the "natural" principles necessitated maximum gain, self-interest and "survival of the fittest." It is hardly surprising that critics referred to the nineteenth-century economics as the "dismal science"; indeed, this philosophy was dismal, and it was from such thinking that modern-day business operation emerged.

Technological Advance

Routine and survival

The theories of the classical economists, Smith, Malthus and Ricardo, and the theory of Darwin reflected the apparent notion that God, through His majestic creation of the universe and its inhabitants, had also created a natural cause-effect relationship that would insure stability and

survival through routine. It seemed that the result of practicing routine would be balance. Population would automatically adjust, the meek would be eliminated, and only the strong would be rewarded.

It is true as the philosopher Alfred North Whitehead has recognized, that routine may propagate success so far as survival-power is concerned. Low-grade intelligence has not inhibited the survival-power of some insect societies. Perhaps some of them have existed for millions of years, each succeeding generation following the pervading pattern of routine "...whose purposes they cannot possibly understand, which yet are essential either for their own individual survival or for race-survival." (5, p. 26)

Progressiveness

But the insect societies have one common characteristic which differentiates them from the societies of mankind: the insects are not progressive. Progressiveness has been the hallmark of Western civilization and in modern times, the rate of change, particularly technological advance, challenges the imagination.

Centuries were required for new technological inventions before the scientific age, and little significant technological progress was accomplished from 100 A.D. to the close of the Middle Ages. (5, p. 27) The following 300 years witnessed great strides in the utilization of gunpowder,

the development of the art of navigation, and the practice of commerce. (5, p. 27) From 1700 to 1900, the number of inventions that rushed into effective operation was relatively astounding. Those who have and are living in the twentieth century have continued to see the evolution of great technological gains. As mighty and as progressive as Western civilization was in the first 1,940 years since Christ, a glimpse of the American industrial community's recent quarter-century, 25 years, spectacularly eclipses all that occurred prior to 1940.

The American competitive system and the second world war propelled this economy into a fantastic era of revolutions among revolutions. As with the insect societies, historically the men of one generation have spent much of their efforts in preparing for the next generation. As with the insect societies also, a historical observation is that succeeding generations have lived substantially among the conditions that governed the lives of their fathers. For the young generations of today this assumption is no longer true.

World War II: economic transition

Prior to the second world war, the American economy was characterized by a company-oriented philosophy; heavy emphasis was placed on production. The most popular idea in management thought even as late as 1930, was to make the

same or a limited number of products at less cost. Companies were working toward increased profit by selling more of the same and producing it more economically when business activity turned sharply downward in 1929.

Unemployment was at a high rate throughout the decade of the 1930's; there exists much doubt as to whether recovery had occurred by the beginning of the war. Perhaps what the American society was able to accomplish during the war period was underestimated in the war strategy of the aggressors. A staggering economy characterized by low incomes, unemployment and idle capacity became a booming economy very rapidly at the onset of the war. A shortage of labor quickly developed, and wages rose correspondingly. Incomes increased so rapidly that public measures were necessary along with private cooperation to halt potential financial crisis. Public and private financing allowed capital outlays for plant and equipment never before paralleled in history, and government supported research was responsible for the development of many innovations in products and productive techniques.

In retrospect, one sees that the war effort not only supplied American men with modern equipment and supplies but also can be credited with giving allies great bulks of physical goods to support their war participation. In addition, by 1945 as the end of the conflict approached, the American consumer was able to buy some luxury items that had

been unavailable since the beginning of the war. Surprisingly enough, the economy has faltered only briefly since the culmination of World War II, and prosperity has been continuously present in America.

Consumer wealth

This dynamic growth and expansion has caused the American people to be aptly characterized as affluent. The average family income has climbed to \$6,000; the value of the annual gross national product now exceeds \$600 billion; Americans are producing eight million automobiles a year. Typically, the American home is equipped with work eliminators such as automatic washing machines, clothes dryers, vacuum cleaners, dish washers and electric can openers. Radios, television sets, air conditioners and telephones add to the comfort of living; three bedrooms, two bathrooms, a living room, study and playroom are furnished with an array of supposedly practical equipment to add to life's pleasures.

Research and development

Many of America's consumer goods have been developed only in the last 20 years. Government, institutional and private spending for research and development of new and better products is now approaching \$21 billion a year. This is 25 times greater than the amount spent for research

and development in 1940, and it is predicted that the figure will reach \$28 million by 1970. (28, p. 1)

Management: indispensable

The operation of an economy of such proportion, one whose essence of competition is innovation and invention, has required the development of a group of unique managers. These people have been referred to as a class, an elite, an economic resource; they have been called professionals, both as service renderers and tyrants. Regardless of how he is referred to, the American corporate manager has successfully met and coped with a variety of problems and responsibilities in his new undertaking. These challenges serve to point out the demand for the emerging group of managers.

Since the turn of the century, management has been in great demand in this country but over the years, reasons for this demand have changed. The economic man myth has given way to a society that recognizes that Western modern-age spirit is one of organized economic advance. As these advances have taken place, management has been charged with the responsibility of directing the progress, therefore it may be true to conclude that professional management in today's economy is in fact indispensable.

Ability and courage

The pace of technology is the fundamental factor making the emergence of management so essential. Business

can no longer be operated as unconnected parts but must form an integrated system, and even though great stress is still put upon production principles, the creation of new markets ranks above all in the requirements of the new management. The business must be internally flexible so as to adapt to new processes and circumstances and to adjust to environmental changes, but it must also maintain structure to allow and support the maintenance of a going concern. These conditions among others such as increased competition, make it compulsory for the management to make decisions reaching into the future that will ultimately result in failure or success of the firm.

So the management in this new society, in this age of explosive technological revolution must be, individually and collectively, men equipped to accomplish the goals set out before them. They must be armed with tools which give them the ability and the courage to live profitably in the present and to forecast adequately in the future; to view the business situation as a meaningful whole but respect each part, and to demonstrate the integrity to keep America moving in the direction of the revolutionary society that it is.

The Profession of Management

One can see that in less than two centuries, society as it is known in America has evolved from being an established one to an adaptive society. He can also recognize

that the rate of change has become enormously accelerated in the past 25 years. As this rate of change has become increasingly accelerated, businessmen have commanded more and more attention as being instrumental in the fundamental growth of America.

Family management demise

Typically, the leading firms in the early stages of an industrial society are family owned, controlled and managed. However, as the business environment becomes bigger and as the management of the firm becomes more complex, a greater degree of technical competence may be required to operate the business, and professional managers are employed. In addition to the decline of family management, technical professionals are in greater demand due to the public nature of corporate ownership.

The professional manager's job

The professional manager is employed on the basis of demonstrated ability or on the basis of specific training which indicates that he can accomplish the management tasks in a highly industrialized setting. As has already been suggested, the professional manager must participate in planning and innovation, he must coordinate and control, he must accept risks and handle uncertainties, he must administer routine supervision. The professional manager may hold the pinnacle position of director or other top

administrative officer or he may be a first line supervisor; he may be a specialist in such areas as personnel, research or training, or he may be a member of middle management.

As the need for professional management has become more widely understood and as economic development has continued to advance, many companies have outlined the professional manager's job. Perhaps it is of interest to see one company's conception of the duties of the management. General Electric has stated that managing is a distinct function and that the professional manager must be conscious of many facets simultaneously: (7, p. 76)

1. He must be able to persuade, blending thought and action in decision making.
2. He must be able to plan, organize, integrate and measure.
3. He is required to effectively utilize all human and natural resources.
4. The manager must understand and be able to apply the specific skills required to manage his particular activity or operation.
5. Professional management must see each component part as it enhances the whole being managed.

America: a pluralistic society

This writer believes that management as a group is a powerful and dynamic and leading force in shaping and directing the future of American society. The author also recognizes that managers, both individually and collectively,

seek power and freedom of operation; however, these propositions are not to say that professional managers will dominate the American industrial society.

Management can be only one leading group among many in America because this is a pluralistic society composed primarily of political and social interest groups in addition to the economic segment. (7, p. 84) Even though there are many examples of business organizations violating established laws and social ethics, professional management strongly tends to be serviceable in nature as apposed to tyrannical. American firms are guided by existing imperfect competition and public opinion and when they are in opposition to accepted practices, they may be investigated and rebuffed legally.

Responsibilities of Management

The American management community is charged with responsibilities from many directions. It is expected to conform to the legal framework; it is expected to meet varied social demands; it is expected, above all perhaps, to avoid financial loss and to prolongate itself into the future successfully. One can further visualize the philosophy of business management by analyzing the major activities of the organizations in relation to their so-called responsibilities.

Customer-oriented philosophy

It is a plausible suggestion to think that the most important responsibility of management guiding and determining its philosophy is that of operating in such a way as to make profit or to avoid loss. In a dynamic economy as has been herein envisioned, the accomplishment of this function for the corporation requires that it undertake to create customers and to satisfy its market. Therefore firms today practice as a part of their philosophy, the marketing or customer-oriented concept.

Productivity

Production should not be thought of as having been displaced. Indeed, the process of producing goods is more efficient than ever before in history with emphasis on efficiency continuing to command great attention. The process of production, however, is not currently analyzed in the strict sense of simply making more goods for less money but is seen as only a part of the whole. As Peter Drucker suggests, maybe a more fitting term to describe the practice of management in the production realm is productivity. This term, productivity, is more useful; it is more inclusive and refers to increasing profit as a percentage related to some other element such as sales volume or investment rather than practicing the philosophy of simply increasing the production rate.

Innovation

A fundamental principle readily discernible in corporate outlook today seems to be the recognition that if one is to grow and expand, it must invest and innovate. Actually, this recognition applies to the stationary or non-expanding firm also, for if that company aspires to simply hold the status quo in industry standing it sees that to cease innovating and investing will cause it to fall behind its competitors. New product development, in part or in total, cannot be over-emphasized as fundamental to success in this highly industrialized society where practice of the marketing concept is the focal point of activity.

As the company achieves growth or stability, as the company creates customers and satisfies markets, as the company avoids loss, as it practices productivity, it will also concurrently attempt to utilize its physical and financial resources to the greatest possible degree. Undertaking these measurable functions has become a major part of management philosophy today.

Qualitative philosophy

There has been and is being much said and written concerning areas of management operation which cannot be measured as easily as those above. There seems little doubt that the current professional management is following a trend of developing management talent for replacement or

growth or both. In addition, management has found it profitable to recognize the worker and to reward him for his contribution to the growth of industry. Public responsibility also has found favor with management, and management practices are not generally against public sentiment but with it.

It is important to remember that generally the management group is still comprised of employees and that although the welfare of the manager rests with the results of his efforts, his social responsibilities as a manager are essentially the same as his social responsibilities as an individual. Management and firms operate for profit; any substitute reasoning would be silly, but they, in addition to working for the owners, are also working for the labor force, communities, and for society as a whole, as well as for themselves.

Conclusion

Social responsibility

Undoubtedly, much of the contemporary business practice philosophy is a result of necessity. Certainly such powers as the federal and local governments, the labor unions and competition are strong influences. Stockholders surely motivate professional managers, too. All these factors on top of self-interests are necessary if this

industrial society is to survive, but management has gone further. Management is also, in America today, practicing a philosophy that is socially responsible.

That social responsibility can be said to influence every decision that is made by the contemporary manager. He must keep his own enterprise successful and profitable in the present and at the same time, he must make decisions that bring about growth and prosperity or failure in the future. Mr. Drucker maintains that if the manager of today fails to accomplish the above that capital is destroyed and that resources have been impaired and utilized unproductively. Regardless of the position of the manager, his philosophy today is achieving greater productivity while simultaneously assuring the future. In achieving these goals, professional management practices methods of management which are in keeping with the technological revolution progress and the needs and demands of the American society.

CHAPTER III

IMAGERY, THE CONSUMER, AND THE INSTITUTION

Introduction

The image is considered here not as a property of the human but an extension of the organization. Environmental information, human thinking and imagery, and the institution and its image are the basic ideas presented in this chapter. These areas have been investigated with the intention of commercial application, and the presentation has been designed with this objective claiming foremost recognition.

Society is basically composed of three distinct areas: individuals, groups to which individuals belong, and organizations or institutions. The organizations seem to be reflections of the individuals who compose them, and groups appear to attract people who, although being distinct individuals, also are characterized by some homogeneous traits.

Groups and organizations develop characteristics which tend to identify them as "individuals" also; in addition, groups and organizations, as well as individuals, develop and can be identified by "personality" traits. These assumptions allow one to proceed with the analysis

on a humanized basis which in essence is the premise of the thesis: that organizations as well as groups and individuals are perceived as being "alive."

The association between and the understanding of the existence and activity of these various entities is often misunderstood by other bodies. Perhaps a part of this misunderstanding is due to poor communication between the components. Therefore, the writer undertakes in this chapter to analyze and evaluate the image, which seems to be a fundamental concept involved in the communication process.

Organization Informational Concept

Static structures

Organizations, structures, and institutions vary from the extremely simple in movement, guidance and perception, to the extremely complex. The brain, especially that of the human, is probably the most difficult structural body to understand; relatively simple structures of organization are envisioned in the jig-saw puzzle and the clock. The jig-saw puzzle and the clock represent structures that are static or stationary formations; the individual parts of such structures are connected and organized in such a way that identical patterns of activity are followed each time a full cycle is accomplished. The clock parts move in repeated sequences due to individual parts being interrelated in

unique patterns, and the puzzle "fits" as a result of distinct connectedness. There is no information concept involved in the static organization of the puzzle or clock mechanism.¹

As the analysis progresses beyond the level of static organizations, the concept of organizational information assumes great importance. The thermostat can serve to represent what can be considered to be the most rudimentary level of organization which is sensitive to environmental information. The thermostat is a mechanism that has the ability to react to certain stimuli that may be present in its environment. The thermostat is capable of operating due to the combination of several factors. "Facts," the receptor, the control and the effector act in combination with information as communication or feedback to cause the mechanism to be effective. The receptor upon being exposed to environmental conditions receives information or "facts" which it in turn relays to a control system; the control then acts to send the message on to the effector, here a furnace; the effector then initiates action in response to the message. (2, p. 20)

¹The origin of many thoughts in this chapter is difficult to determine, for identical or similar ideas may be read in several sources. However, where material is directly transferred, the attempt is made to give proper recognition.

"Feedback": environmental information

It is pertinent to recognize and to emphasize that conditions in the environment exercise ultimate control over the action that is taken by the effector, and that as a result of feedback, the receptor essentially becomes aware that the effector has received the proper message and is acting upon that information. Another example of reaction to environmental information can be taken from the biological level of activity. The paramecium, obviously a simple form of animal life, appears to be unaware of its environment. But this unconscious, tiny bit of substance is not completely unresponsive to stimuli. When a dark colored liquid is splashed or sprayed in the direction of the small organism, it does react. The reaction is one of recoiling or withdrawing; this action indicates response to a situational stimulus. (2, p. 39)

Mechanisms can be made by human ingenuity to have and to conform to an "image"; botanical and biological levels of life have been observed reacting to stimuli on an apparent "instinct" basis; higher forms of animal life seem to avoid danger and pain, thus indicating the possession of preconceived expectations of results of given behavior. The human being possesses every capability which characterizes lower levels of life; however, the human is classed alone as a result of his having the ability to think rationally and to make use of logic.

Human Imagery and Cognition

The task of searching out and presenting structured definitions is tedious and technical but is necessary to substantiate that the human is the only organism capable of such mental activity. The presentation also serves to support image theory that is to be subsequently discussed.

Cognition

Cognition has been defined by psychologists as "the means whereby organisms achieve, retain and transform information." (6, p. 92) Cognition is the term used to summarize certain conscious mental activities; it is "a generic term for any process whereby an organism becomes aware or obtains knowledge of an object. . . .It includes perceiving, recognizing, conceiving, judging, reasoning." (6, p. 92) Webster's Dictionary states that cognition is:

1. Act or faculty of knowing; knowledge, perception.
2. a. The process of knowing; any mental operation by which we become aware of objects of thought or perception; knowledge or the capacity for it.

b. A product of this process, as a perception or notion; as a priori cognitions.

Factors in thinking

Cognition is but one of the functions of thinking, but in relation to human imagery, perhaps it is the most influential function which affects the image process. One

dictionary of psychological terms states that, "In most systems, cognition, affection, and conation are the three categories under which all mental processes are classified. (6, p. 93) David Russell proposes a general theory of the thinking process and says that when thinking is studied as a whole, it should include four main factors:

1. The materials of thinking such as sensations, perceptions, memories, images, and concepts.
2. Motives for thinking: the feelings, needs, attitudes, and habits of thought acquired earlier which help initiate and determine the direction of thinking.
3. Processes in thinking: patterns of activity such as selecting, eliminating, searching, manipulating and organizing, which vary from relatively undirected thinking through inductive thinking to problem solving, critical thinking and discovery.
4. Abilities in thinking: the habits, techniques, and guides to thinking which can be acquired and developed by children and by others who desire to improve their thinking. (12, p. 8)

Lower animals and the human

The cognitive processes and the "factors" in thinking differentiate the human from other forms of animal life.

In addition to being differentiated by cognitive and thinking characteristics, the dimensions of animal and human environmental awareness differ substantially. Man's thinking and mental processes are greatly influenced by intimations and emotions; he finds himself in differing moods of varying degrees. Man is frequently elated, depressed, happy, inspired, sad. Do other animals experience similar

moods? Undoubtedly some do. The dog frequently demonstrates happiness when his master appears, and as the master approaches and touches the dog, one might conclude that the usual surging movement of the dog's tail indicates even strong elatedness. Surely most animals do not experience all of the emotional moods of man and certainly not to as broad a degree. Dimensions of man's environment are further complicated by observing that the human is also aware of his location in "space, time, personal relations and nature."

(2, p. 4)

Brain functions

Many theories have been put forth which may be useful for demonstrating significant differences in instinctive and rational behavior. Specifically suited for this illustration are analogies between the brain and a "map control room" and a "cognitive map" can be beneficially analyzed to demonstrate the complexity and superiority of the brain organization. Messages received in the mentality of some animals elicit behavior which appears to result instinctively. One might assume that the brain activity of such animals is similar to a simple switchboard concept. Thus, the results of incoming stimuli are connected by simple one-to-one plug-ins to outgoing responses. The human brain activity, the process of logic and rationality, can be thought of as resembling a central control room. In this

control room, incoming impulses are analyzed and elaborated into a "tentative, cognitive-like map" of the outer environment. This tentative "map" is ultimately responsible for determining what responses, if any, will finally be released. (9, p. 8)

The creative aspect of the "cognitive map" can be further illustrated through an analysis of the animal passing through a maze. The animal, once it has been exposed to the obstacles and has overcome them successfully, can safely negotiate the maze even under different circumstances. The conclusion is that the animal has learned as a result of his having perceived spatial relationships in the maze rather than having learned a series of movements. (14, p. 13)

Human imagery

Conceptually, one is aware that higher levels of intelligence in living organisms culminate in the mental ability of the human mind and being. The general superiority of the human thinking process seems to be greatly influenced by the fact that he cognitively perceives, that his mind embodies and can recapture perceptual experiences, and that the accumulation of continued association with certain perceptions allows logic and rationality to occur. This superior mental process is characterized by man's retaining, organizing and manipulating mental representations; the

mental representations occur to the individual as pictures or as images or concepts. (1, p. 188)

The image or mental thought process is an internal conglomeration of things and events, of relationships and classifications and here, in one's image or "mind's eye," is represented one's experiences, including goal-objects, overt responses to the goals, and the resulting reinforcement impressions. Thus it can be said that human behavior is dependent on the image and that the image is his total world or the knowledge of the world; the image appears to be the intermediary factor between motivating messages and behavioral responses.

The value system

Technical mechanisms such as the thermostat are regulated by a value control, and the value is some ideal condition. The automatic machine like the thermostat is a machine which cannot in and of itself be altered. The human, however, learns as a result of the information taken in from his environment, and the human alone possesses the ability to arrange and organize information into complex abstract images. Concepts are the basis for the creation and maintenance of the image, and together, concepts and images serve to create within the individual a system of hierarchial values. Goal-objects seem to be interpreted in light of features of past experience which are brought to

bear on the current stimulus through the process of manipulating concepts and perceptions.

Messages or facts

From the many dimensions of existence, man is constantly flooded with facts or messages which influence his behavior or which are merely designed to influence his behavior. The information received is consequently filtered through his system of hierarchial values; this process, depending on the degree and extent of prior experiences, may have occurred many times previously in this same individual. The messages are linked to concurrent behavior of the person and that behavior represents the conclusion of the systematic and consistent image manipulation of the organism. It should be emphasized that so-called "facts" and simple messages deserve no differentiation in relation to one's image of an environmental situation. The two can and should be used interchangeably and synonymously because to one's image, either simply constitutes information. Significance can be attached exclusively to the resulting behavior and this behavior occurs only after the messages have been filtered through the hierarchy of values and interpreted within the framework of a complex structure of concepts.

Apparently most of the multi-variety of messages to which the human is exposed do not affect his image. When the

messages do bring about changes in the image, most of the changes seem to take the form of simple additions to the already existing compound of concepts. Although some messages may bring about revolutionary changes in the image, it seems that most messages serve to substantiate the image, making it less certain or more certain, clearer or inducing skepticism. (2, p. 8) When changes in the image do occur, external behavior can be expected to change similarly.

With the analysis and acceptance of the value system proposition, it is clear that the image acts as a field governing one's behavior; this conclusion leads to the belief that the individual self then continually gravitates toward its most highly valued part of the field and that this gravitation results in predictable behavior.

Economic Behavior

Habitual behavior

It has been stated that possibly as much as 80 per cent of human activity may be considered to be habitual. This suggestion is significant in that habitual activities are difficult to change because they are the result of strongly imprinted patterns of reinforcement; habitual behavior flows from one's image with little active value analysis. Man is engrossed in the cyclical phenomenon of time, and he tends to follow a pervading pattern. Perhaps these recognitions partially explain why frequently a

majority of many retail stores' sales represent repeat business. Images persist and people resist change as a result of other factors also. For instance, society and the commercial organization constantly reiterate messages which may encourage the individual to resist change.

"Laws" of economic behavior

The image held by individuals bears heavily on behavior, and this factor is of extreme importance to the commercial organization. In attempting to understand the relationship that exists between human imagery and the organization, one can look to Boulding for further support in the area of humans resisting change. He gives two "laws" of economic behavior:

1. One does what he did yesterday unless there are very good reasons for doing otherwise.
2. Good reasons which are necessary if one does not do today what he did yesterday are derived mainly from dissatisfaction with what he did yesterday or with what happened to him yesterday. (2, pp. 186-187)

Bruce Weale continues Boulding's suggestion in pointing out that future business with the same customer is dependent on the continuous satisfaction of the relationship of her image to price, quality, and service.

Image: a human perception

{ It is entirely necessary for an understanding of this analysis of the individual, his imagery, and its relation to

the institution, that one be fully cognizant that the image is a human perception. Organizations are quite simply reflections of those people who influence their growth and existence. However, caution must be exercised when broaching the subject of organizational image, for even though the organization does possess a sort of self-consciousness through its influential "agents," the image is never the property of the organization. The image is an exclusive property of the individual. Organizations may propound highly esteemed ideological goals, and organizations may constantly purport to maintain a false image; however, people show little interest in abstract commercial ideology. Pragmatism and logic based on believable messages, positive association and creative feedback interpretation lead to the development of the organization image in the mind of the individual. (23, pp. 40-41) }

Imagery and Institutional Success

Personality and self-expression

{ Although the organization does not possess an image of its own, there does seem to exist somehow in the field of organization an analogy to the phenomenon of self-consciousness. This self-consciousness is related to the image of the organization and when the self-consciousness and the public image are identical, then one might say that

COGNITIVE BA/

those who participate in it or are related to the organization share the conscious awareness of the institution.

One definition of an organization maintains that the organization is simply "a structure of roles tied together by lines of communication." (2, p. 27) Following this definition it can be recognized that it is essential for every individual in any organization to fit and to play a certain role. As the numerous roles which are played by various individuals become combined and synthesized, the self-consciousness or image of each role must be consistent with the total image of the organization.

Consumer association and attraction

The very livelihood of the organization is dependent on how well the roles are played; consumer behavior demands that every role be played distinctively and significantly. Upon analysis, one becomes aware that the individual must also have an image of himself, and surely it is true that overt behavior is conditioned in many ways. Social forces and group associations may be the two most powerful motivating factors which underlie goal-object behavior. In addition, many think that the individual tends to associate with others who appear to possess similar characteristics to those held in the image of one's self.

The individual is also governed by many fears and anxieties. (19, p. 9) He has a high degree of sensitivity

to what seems to be logically appropriate. As one is "exposed to experiences, he creates inner ideals; he then strives to uphold these measures for he does not want to be untrue to himself although he probably is afraid that he will be. The individual apparently strives to appear loyal, to identify, and to avoid seeming foolish or strange. There seems to be little question that society often penalizes those who appear to be "out of character"; therefore, individuals find it necessary to act in a "fitting" manner; a manner that must not only be appropriate to the image that one holds of himself, but a manner that is also fitting to others in his social environment. (19, p. 9)

Mirrored image

The final expression of roles that create an organization is in the services, brands, and products which are produced by that organization. The products and brands seem to have personalities of their own, while all of the facets together create a company or organization personality. In personal relations similar personalities often are attracted to each other, and perhaps a like conclusion can be drawn from organization and human relationships: organization, product and brand personalities attract people of similar personalities. The person seems to be seeking self-expression in every act; in the commercial setting, Bruce Weale says that consumer desires and ambitions are

expressed in "every selection" as well as in the "total patronage motive." (25, p. 40) Although it cannot be concluded that the image is the sole determinant of consumer patronage, it seems that one can safely say that the consumer does tend to patronize the organization that corresponds to her own self-conception or self-image. '6

Logical appropriateness

The appropriateness of consumer activities is derived by the individual from a complexity of factors. It has already been stated that people who appear "out of character" or out of place in their activity or interaction may be penalized; reprimands may come from within themselves, from their peers or from employees or individuals of the organization. When the individual maintains associations that are expected of him, however, and when his actions bring positive reinforcement of expectations based on his image, the image will probably continue to persist. '6

Image persistence

Even strong images, however, can be damaged or destroyed if the person is disappointed in the results of his patronage behavior. Dorothy Diamond studied women shoppers to discover some of their feelings toward commercial organizations. (16, p. 93) She found that women want the store management and employees to treat them with respect and to recognize them as individuals; that the American '7

woman prefers a progressive yet pragmatic company, and that women want the company to have a distinctive personality. No difference was attached to various ethnic, race, income or class groups in the Diamond study, so the conclusions above are stated under this consideration. It is maintained here that, in general, women have relatively the same basic desires regardless of the class or prestige of the store which they usually patronize. 4

Commercial organizations are strongly aware of the spending that is accounted for in America by women. To this end, the progressive organization constantly attempts to substantiate and reiterate the desired image in the mind of the public. The Diamond study found, however, that many of the messages directed at women shoppers were often considered by the shoppers to be insulting. Advertisements often mislead the consumer by advertising "specials that are not specials," by presenting advertisement sketches which prove to be deceiving, and by claiming that clerks are warmhearted, helpful friends when actually they appear to be tired-footed grouches being persecuted by having to "work" for a living. Many companies fail to achieve the distinctive personality with American women by failing to present practical identification symbols. Criticism has been leveled at companies who expect the average American woman to identify with "models, movie stars, and cooing, gurgling babies." (16, p. 93)

The Institution and Feedback

"Central Agents"

Superior communication skills and highly intellectual utilization of feedback have enabled man to extend the image process much further than lower animal societies. Not only have these factors made possible orderly growth and development within the individual and in his personal relationships, they have also led to the development of large and complex commercial organizations.

As has been suggested previously, each of these organizations differs not only in complexity but also in type, size and character. The character and behavior of the organization are determined by one "most important person" or a small group, and the decisions of the "central agents" are the basic factors upon which the character of the company is established. "Central agents" may of course fail to determine the behavior of the organization, and it is completely plausible to think that the "agents" or executives achieve various degrees of success in controlling organizational behavior. Nevertheless, it appears valid to conclude that the chief executive or small group is able to determine the organization's behavior to the extent that the central group is capable of entering into the imagination and lives of others. (2, p. 27)

Leadership styles

Common styles of leadership that appear where authority is present within a group have been called authoritarian, laissez-faire, and democratic. Rather than undertaking a detailed discussion of the advantages and disadvantages of each style as applied in the commercial setting, the objective here is to analyze and to caution against the utilization of the authoritarian style of management or leadership in the corporation. The importance of environmental information or feedback to the initiator of messages that lead to activity has already been emphasized. This idea, however, deserves strong re-emphasis, particularly in light of commercial activity. Sound decisions must be considered those decisions that result in economic exchanges which allow satisfactory profit to the company and ample satisfaction and positive reinforcement to the patron. The danger in the authoritarian type management is that decisions may be made that prove to be erroneous based on the above criteria of company profit and customer satisfaction. Possibly these decisions would have been different, therefore, more sound, had they been made within a different type of management orientation.

Authoritarian Management

When the adult individual is in such a mental state that he is incapable of and does not possess the skill to

communicate his image into some other individual's mental imagination, the psychologist says that he is insane. There exist many types and various degrees of insanity; it may be the result of one's having false perceptions or seeing pictures or images in the mind's eye of things which do not exist in reality. In people this particular sickness is only a mild form of insanity, and the false perceptions are referred to as hallucinations. However, people are not alone in suffering hallucinations, and it is not infrequent that organizations may demonstrate this type of insanity also.

Feedback

With a democratic perspective, individuals who fulfill the higher roles act in behalf of those individuals who staff the lower positions. However, authoritarian structures tend to ignore the lower level staff as well as customer reaction. Where the democratic structure not only allows but encourages agreement or decision adjustment and modification, the authoritarian tyrant may make little satisfactory and probably no constructive criticism. Self-orientation has been the doom of many commercial organizations and where feedback is controlled, indeed, discouraged, nothing appears to be more damaging or defeating. The customer-employee oriented corporation, most likely the democratic one, thrives on feedback while the authoritarian firm is likely to deplore it.

Wroe Alderson has stated: "The greatest value of motivation research is to get people to try a product (or service or brand) - but they'd surely better be able to continue to buy it on a rational basis." (22, p. 68) A consumer buying behavior study in 1961 ranked the factors which most frequently caused customers to refuse to buy: (21,p.30)

1. Unsatisfactory goods.
2. False and misleading advertising.
3. Lack of salesmen's attention.
4. Unsatisfactory product
5. Store reputation.

Four of these five noted factors exist possibly as examples of Mr. Alderson's contention.

Deterioration

The spoils of autocratic leadership tend to saturate the entire organization and to breed dissatisfaction with consumers. Employees become "yes men," and consequently their information may be unreliable; therefore, it is likely that higher level authority suffers from the hallucination of an unreal image. It perhaps sees loyalty where there is none or it may interpret customer satisfaction when in actuality the company's market climate is deteriorating. Organization insanity may take the form of espousing customer orientation, customer satisfaction, and market oriented concepts when in fact the "central agent" may think and act on a company oriented policy and follow a

self-centered course. Kenneth Boulding maintains that such an organization is eventually incapable of self-support and will "disintegrate."

Conclusion

When Columbus sailed toward America in search of a new sea route to the West Indies, his thinking was in opposition to the majority of perceptions concerning the shape of the world. Only so-called heretics believed as Columbus did, that the world was round instead of flat, but regardless of differences of opinion, the images or perceptions that the people held were clear; the concept or symbol representing the earth in the individuals' conscious activity was vivid.

Characteristically this seems to be true of images. They are clear perceptions to their perceivers; however, the result of behavior based on an image, even though the expectation may be clear, may be surprising. It is the anticipated result of economic behavior with which the commercial organization should be vitally concerned.

Man has always lived in a perplexing state, and perhaps the complexities of living in a highly industrialized, relatively affluent society tend to increase his anxiety and frustration. Unresolved internal conflict seems to abound freely; therefore, apparently causing all consumer decisions to be of an interim nature. Probably all consumer decisions

are interim to the extent that alternative opportunities for behavior are present, and one can conclude, as does Advertising Age magazine, that these alternatives will always be present in this society because commercial advertising accompanies or is concomitant to a highly industrialized state. (26, p. 3) Elaborating on this concept, Advertising Age states that, indeed, advertising has as its objective the creation within an individual of a tension system; a tension complex which can be solved only by the purchase and use of the advertised benefit.

Dynamics of behavior analyzed in terms of mental imagery present many difficulties; attempting to analyze an abstraction is always rigorous. Images seemingly can be compared only with other images but regardless of the apparent obstacles, the implications of such an analysis are significant to the commercial organization.

The profit oriented institution should recognize that consumers predict results of their behavior and that the image is confirmed or modified by actual results of behavior. Of course only positive reinforcement or modification is desired, but many firms elicit negative image modifications, reaping as a consequence, lost or dissatisfied customers who tend to communicate their images to other people. Surely it behooves the commercial organization to consider the significance of imagery as it affects the individual, the group, and the firm.

CHAPTER IV

PUBLIX SUPERMARKETS, INC: CONCEPTION, PHILOSOPHY, GROWTH

Introduction

America has long been characterized as a country possessing an abundance of opportunity. A tradition was established by those men at Plymouth Rock which has been sustained through the years of American growth and development. Numerous statesmen have exemplified the American spirit; business and industrial moguls have not been less important in demonstrating the achievement of the fabled "American Pioneer." Carnegie, Rockefeller, Strauss, Penney, Du Pont, Westinghouse are some of the names associated with commercial success. The pioneer in American industry has truly broken new ground. He has led the world in taking advantage of and contributing to technological developments. His contribution in techniques and concepts have also been recognized. Contemporary economics and social protocol subtly demand of American citizens that tradition be upheld; that continuation of the pioneering spirit be ever present as a continuation of the American path to success. One man appearing in the face of this challenge was George Jenkins.¹

¹Information in this chapter has been gleaned from published company reports and from interviews with executives. Needless duplication is eliminated by this recognition. Copies of the reports, interviews, and correspondence are on file.

Origin of the Publix Corporation

Land speculation was a phenomenon which attracted great wealth to the state of Florida in the early twentieth century. This land boom also beckoned many people; they came with the hope of riches and wealth, and they often came with meager or no resources except themselves. George Jenkins was one of those who came to Florida seeking affluence; he began his career with only nine dollars.

Jenkins: store clerk to manager

Within a week after arriving in Tampa, Florida, George Jenkins had taken advantage of his previous work experience, and had secured a job as a clerk in a Tampa grocery store. His father had operated a general store in Georgia, and Jenkins had worked in the store prior to his coming to Florida. After one month of employment as a clerk, Mr. Jenkins was promoted to store manager and shortly thereafter was transferred to manage another store in Winter Haven, Florida.

George Jenkins continued to work and in the passing weeks and months accumulated a savings account. After two years had elapsed, he had saved five hundred dollars. During the year 1930, when Jenkins was nineteen years old, the grocery chain which employed him was sold. The new management, as Mr. Jenkins says today, was "more interested in playing golf than in satisfying customers" so Jenkins decided to open his own store.

Jenkins' early management philosophy

The primary driving force which encouraged the opening of a competing store and which led to the formation of the Publix Corporation, was Jenkins' displeasure with the management methods imposed upon him by the new owners. When his employer insisted that Jenkins, as store manager, employ tactics and policies smacking of dishonesty and low ethics, George Jenkins espoused complete honesty and fairness to both employees and customers. He wanted to reward employees with growth, and fair compensation, and to allow the customer complete satisfaction.

Jenkins opens own store

With his total savings of five hundred dollars, and as a result of a decision not to purchase an automobile, George Jenkins opened a small grocery store in 1930. The store, known as "George's," was located in the storebuilding adjoining that of his former employer. Having been in Winter Haven two years, Jenkins was well known; "George's" volume of sales was heavy from the store's inception, and success was immediate. Sales volume in the first full year of operation was approximately \$105,000. In 1932, a second store was opened by Jenkins; it was the beginning of a new corporation. The company was formally entitled Publix Food Stores Corporation and became known as the Publix Corporation or simply as Publix.

A Management Philosophy Develops

Jenkins' original employees

Throughout the decade of the 1930's, three and sometimes four men constituted the work force of Jenkins and Publix. The original employees remained in their jobs and in close association with Jenkins for the eight to ten years following their employment. Mr. Jenkins now believes that the close working relationship of these men with himself during the early years of the Publix Corporation was basic to the success that the company has experienced. As a result of group decisions present in the management policies of Jenkins, the original group eventually thought alike and held common principles. The employees became instilled with the Jenkins' attitudes toward customers and subordinates.

Publix' original customers

The original store "George's," continued to produce a satisfactory sales volume throughout the 1930's. Gross sales ranged between \$100,000 and \$110,000 annually during the period. Jenkins had approached the opening of his store with customer satisfaction as a major concern; the importance of this period in the history of Publix is emphasized again in the customer-employee-manager relationship that existed during the decade.

Mr. Jenkins associated closely with his customers in his original store. His continuous contact with customers allowed Jenkins to observe problems encountered by the customers; the close contact also showed to Jenkins and his employees the attitudes possessed by customers. Being able to discuss and observe shopping habits and customer problems and attitudes helped George Jenkins to further formulate and define his beliefs concerning the operation of grocery stores; his management philosophy became refined.

Objectives restated

By the late 1930's Mr. Jenkins believed more strongly than ever that the success or failure of the corporation lay in the customer and personnel policies. His original thinking in terms of fairness and service was strongly reinforced during this period, and the fundamental elements of his philosophy became clearly defined during the decade of the 1930's. Perhaps one can conclude that those years spent managing "George's" were the most important years in George Jenkins' business experience, for apparently those were the years when he was able to develop and nurture his management philosophy.

Fundamentally, the Publix Corporation was built on the basis of fair treatment to people. Jenkins concluded that people and personal relationships were more important in his industry than was even food. He believed that Publix

could grow and prosper as long as the consumer could completely trust and have faith in the store and the management. Growth and prosperity would result as long as the consumer was given the satisfaction for which she paid; as long as she experienced satisfactory benefits from the total transaction.

Personnel management constituted the second major element in Mr. Jenkins' philosophy. Workers should also get the best possible result from their experience with Jenkins and Publix. Remuneration would take the form of autonomous supervision, growth and security in the form of internal promotion and profit sharing, and an amount of direct income limited only by the revenue and profit realizations of the company.

Mass merchandising popularized

Volatile economic activity resulted in depressed business conditions in the early 1930's. Incomes of consuming units dwindled and in many instances disappeared. Consumers became extremely price conscious and merchants became increasingly cost conscious. One apparent outgrowth of the price and cost conscious attitudes was mass merchandising; particularly attracted to the mass merchandising method were businesses distributing food items to the consuming public. The most attractive locations for low price, mass distribution of food items were areas of heavy

population; consequently, the advent and growth of mass-merchandised food occurred primarily in the Northeastern United States. Cities such as New York and Philadelphia were attractive market areas. Mr. Jenkins was interested in observing the method of mass merchandising food items, so in the late 1930's he toured some large northern cities for the express purpose of a personal view and evaluation of mass food distribution.

Mass merchandised food

George Jenkins' observations were both exciting and disappointing to him. He saw that merchants had large supplies of individual items in stock and that the number of clerks had been significantly reduced. In the place of many employees, customers were invited to and did make their personal selections from open counters. Self-service left a positive impression on Jenkins. But in order to observe the customers shopping for mass-merchandised food items, the Publix originator found that he had to travel to locations which were usually in hard to reach areas. Besides being located inconveniently, Mr. Jenkins was also disappointed to find that the physical plants were nothing more than old rundown, ill-kept buildings, usually deserted factory or warehouse buildings.

The buildings were dimly lighted and often dirty; they were usually uncomfortable due to poor ventilation and

inadequate heating and cooling conditions. Equipment inside the buildings was not better. At best shelves were constructed of old boards attached on cans or boxes; frequently, the crate or box in which the product was shipped served to dispense it. Neither the buildings nor the equipment paralleled the Jenkins' philosophy of giving the customer the most possible satisfaction in her shopping experience.

Jenkins' first supermarket

George Jenkins' conception of the ideal supermarket building differed significantly from the physical food distribution centers which he observed in the large cities. Upon his return to Winter Haven, Jenkins called in architects and together they finalized plans for the first Publix supermarket. When the plans were presented to bankers, some of the financiers referred lightly to the plans as "George's marble, glass and stucco food palaces." (29, p. 4) Subsequently Jenkins' concept of the building became known as the "Marble Palace." Mr. Jenkins was confident that the housewife desired a pleasant atmosphere in which to buy groceries. By selling both of the original stores and mortgaging an orange grove that he had purchased during the depression, Jenkins had his first "food palace" constructed in Winter Haven in 1940.

The "Marble Palace"

The building was suited to carrying out Jenkins' policy of providing a pleasant atmosphere and of providing satisfaction to the consumer by experiencing benefits offered by Publix. The building was characterized by large areas of glass and block, and there were numerous lighting fixtures installed to compliment a bright, airy atmosphere. The building was air-conditioned and equipped with self-opening, automatic doors; only the most modern equipment furnished the building, and it included a frozen food cabinet and piped music. Jenkins believed that each of these factors contributed to enhancing the comfort and pleasure of the customer. Cleanliness, neatness, comfort, customer pleasure: these features highlighted the Jenkins' innovation in supermarketing.

Growth of Publix Food Stores Corporation

A nucleus for expansion

The Publix Food Stores Corporation had begun to form a nucleus of management in the two original stores operating in Winter Haven between 1930 and 1940. Also developed by 1940 was a distinct operating philosophy which was put into practice in the first Publix supermarket. The sale of the two original stores and the construction of the Winter Haven "Marble Palace" signaled the beginning of corporate growth for Publix and of personal growth for George Jenkins.

Original expansion for the company was a slow process. Most materials were being used in the war effort until after 1945, and, as a result, plans for expansion remained only plans, but the future for Publix brightened significantly in 1945. The purchase of two food distributing firms enhanced the development of the corporation. In order for Publix to enlarge, three assets were immediately necessary: a wholesale distribution facility for grocery items, an additional number of retail outlets, and a more experienced management team to staff the organization. All three additions were accomplished through acquisition in 1945.

The Lakeland Wholesale Company provided the basic physical link between retail outlet and supplier; the All American Grocery Company added a chain of stores to the Public organization, and the two purchases together resulted in the inclusion of "several good men" with grocery experience. With addition of this group and in cooperation with the original group of Jenkins' workers, a sound management nucleus was formed. Now growth and expansion were at hand.

Decade of decision

The retail outlets acquired as the All American Grocery Company were gradually replaced by "Marble Palace" model buildings as materials became more plentiful and available after the second world war. By 1951, the Publix Corporation was employing 700 people, was operating 24 supermarkets; it

had attained a sales volume in excess of \$18 million. By this time the obvious conclusion was that the business methods and philosophy of the Publix management group were sound. However, the company, with its then current facilities and market, reached a plateau of operation. Major decisions had to be made concerning the growth and expansion of the company.

A detailed analysis of the market potential in the state of Florida revealed that many new industries were moving into the state; these industries supplemented the ideal retirement conditions of the state. It was also discovered that in 1951, there were 4,730 permanent residents moving into Florida each month. (29, p. 5) Expanding the facilities to support a growing supermarket chain presented no special problem. The decisions were that the Publix Food Stores Corporation could and would grow.

"Fifty by Sixty"

The goal established for the ten years of expansion from 1951 to 1961 was to have fifty stores in operation by 1960. The goal was put into the slogan "fifty by sixty"; by the beginning of 1961 the goal had been far surpassed, as is demonstrated by the following figures. (29, pp. 6-7)

<u>Year</u>	<u>Number of Stores</u>	<u>Number of Employees</u>	<u>Gross Sales</u>
1951	24	672	\$13,225,554
1961	75	2,630	136,434,463

The Publix Corporation has continued to increase the number of supermarket outlets, to employ a greater number of people, and to realize more sales revenue. In addition, the central distribution center located in Lakeland has undergone changes toward increased and more efficient service.

Publix Corporation today

The corporation continues to expand today. The company now has in excess of 100 supermarkets in operation, employs over 5,400 employees, and realizes in excess of \$250 million in annual sales volume. The company is now divided into two divisions in Florida - the Southern and Northern divisions. The Southern division is served from central warehouses located in Miami while the Northern division continues to be served by central supply houses located at the company headquarters in Lakeland. In addition to creating warehouse facilities in Miami, warehouse facilities in Lakeland have undergone five major construction projects in the last twelve years increasing the facility to the size of four hundred and fifty thousand square feet. Other changes in the organization have occurred, too.

Architects have redesigned and enlarged individual buildings, attempting to insure the most pleasant atmosphere for grocery shopping as well as the most efficient working conditions for employees. A fleet of more than 50 truck tractors and 90 trailers serves the chain of widely scattered

supermarkets. At least 150 railroad cars and trucks arrive at the Lakeland warehouse each week bringing products to Publix from all over the country.

Many people are required to store, ship, prepare and control this flow of products. Consequently, the work force at Publix headquarters exceeds 400 people. Modern machinery has been installed at the central offices to aid in proper inventory control and record keeping. Recognizing the amount and variety of products that come to the warehouse each week and recognizing the fact that each Publix store maintains an inventory of over 7,000 items quickly illuminates the necessity of the company's maintaining specialized personnel and modern equipment to accomplish a smooth flow of goods. Printing and advertising shops are also at the Lakeland location; they prepare in-store displays to be coordinated and sent to individual stores.

Conclusion

Publix Food Stores Corporation was conceived and born of the American spirit; it was bred by a true American pioneer, George W. Jenkins. The man lives on today pursuing activities that will probably continue to push the company forward in economic attainments. Those same activities are undertaken to prolong the thirty-four-year age of the Publix Corporation business; the business based on the philosophy "...that the person who purchases groceries appreciates a

friendly smile and the service that goes with it ... appreciates a clean, bright, neatly arranged store offering a wide variety of name brand products and properly cared for perishables of unquestionable quality, all at fair prices." (29, p. 30) The belief continues in the policy of fair treatment to all employees through profit sharing, internal promotion, and the best wages that can be paid within the Publix profit structure.

Born as the organization was, managed as it is, seemingly by one man, the future of Publix perhaps appears precarious. However, possibilities appear unlimited; actually, so rapid have been new store planning and construction that conventional methods of location research have been outdated at Publix. The company now makes extensive use of aerial photography to better study and evaluate apparent mushrooming development opportunity.

Although George Jenkins seems to exert strong, dependable leadership in the entire company, and although the management is his conception of supermarketing in origin, the managing executives firmly believe that the corporation will continue to operate successfully after Mr. Jenkins has left the helm. Management executives believe that the Jenkins' philosophy will be mirrored by the men who operate the company. Hence, the executives do not fear that Jenkins' eventual leaving will drastically affect the future of the Publix Food Stores Corporation.

CHAPTER V

PUBLIX SUPERMARKETS, INC: SELF-CONCEPT

Introduction

Competition and differential advantage

Entrepreneurs and would-be entrepreneurs discover that the competitive American business society presents significant opportunity for one to enter into private business. Statistics quickly remind business hopefuls, however, that failure is easier in the business community than is success. (The firm that profitably endures over a long period seems to accomplish at least the following: it recognizes and can identify the segment of the people or the part of the market to which the firm can appeal; the firm can contact and be in association with this market group; a product or service and money are exchanged which allows individual benefit and satisfaction to a strong enough degree so as to cause the user to be able to rationally undertake similar transactions at future times.) When the firm that exists with either product or service being individually capable of accomplishing a repeat sale, one might logically conclude that the competitive position of this firm is sufficiently strong to propagate its successful existence. Publix Food Stores Corporation believes it is one of these strong firms.

Market segmentation

Enduring food stores and grocery chain stores may excel in one of three areas to account for their longevity. The feature attraction of food stores may be merchandising ability, food or service. Service through people and personal relationships are conceived by Publix management as the company's major feature of attraction. In addition, the management also thinks that the best quality food possible is offered at Publix, and with concern devoted to these areas primarily, Publix Corporation has succeeded in meeting the previously stated conditions.

Policies Relating to Employee Treatment

General personnel philosophy

The company personality is thought by its executives to be strongly supported by the policies relating to the guidance, direction and supervision of Publix employees. Publix' management philosophy in application and practice is reflected by the recognition by management of the dignity, individuality, and self-esteem of the employee; it can be seen in the emphasis that is placed on informal structure or status lines and in the effort that is put forth to create teamwork in the organization. Management believes that employees at Publix are recognized for accomplishments, are provided incentive for accomplishing, and are therefore motivated to higher accomplishments. When one works for the

corporation he apparently receives the concern and benefits that an employee-oriented management philosophy proposes. This philosophy treats employees and their attitudes as fundamental factors determining the degree of success of the firm; employee concern and benefits are expressed accordingly. Another strong motivating factor advocated by the management group of the Publix Corporation is personal relationships: relationships of workers to workers, workers to superiors, and workers and superiors to customers.

Recognition of the individual

Employees at Publix are directly charged with the responsibility of achieving established goals as required by their particular job requirements. This attitude toward the worker is part of the management function as practiced in the company. Expectations and duties are made clear; then the worker is free from close supervision to accomplish his tasks. Autonomy is a major concern of the superior-worker relationship, and the company believes that this policy has been closely adhered to and has contributed to the organization's success. This autonomous relationship of task accomplishment is supported by the de-emphasis placed on structure or status lines present internally.

Status lines

From department manager, store manager, area manager to the company president, the indication is that superiors

have been able to substantially de-emphasize distinct hierarchial breaks in authority. Publix employees seem to consider President Jenkins as one of them. It is generally accepted that Jenkins, when visiting stores during operating hours, may and does frequently lend himself to aiding the workers if his help is needed. One senses this to be true when visiting with Mr. Jenkins.

Upon knowing Mr. Jenkins, observing him, and talking with him, one can understand why he has been successful in de-emphasizing organizational status lines. A clean man wearing a slight moustache clipped to perfection. But, a working man, too. Missing are the symbolic "grey flannel" suit and the smartly shined shoes. In their places appear a light short-sleeved shirt held at the collar by a loosely wrapped tie and a pair of creased trousers showing obvious wear from active treatment and shoes bearing marks of activity.

Central employees quickly elaborate on the activity of the executive force, maintaining that frequent activity includes executives loading or unloading trucks or otherwise aiding the warehouse force during "tight" situations. These factors strongly support Publix management beliefs that the group, working as individual units and as one unit as a whole, is responsible for the endurance and place of the company in the food industry. Group behaviorial studies have recognized and reaffirmed the soundness of such management philosophy. (10, pp. 46-64)

Structure and consideration bear heavily in group dynamics. Where individual recognition is present in the group and where the follower respects the leader's goal direction, cohesiveness and group loyalty are observable results. The Publix management claims that these factors, cohesiveness and group loyalty, are strong parts of the company. There is reason to accept the proposition as exemplified by the current attitude of Publix workers toward the future growth of the company. The responsibilities of continued expansion have been shifted to the employees.

Employees concern

When, by 1960, the company had achieved its goal of fifty stores, Mr. Jenkins proposed the following ideas concerning the future of the company. (30, p. 5) He was a wealthy man and had achieved enough; he was, personally, prepared to maintain the "status quo" as it existed in 1960; however, if the employees wanted to see the company continue to grow, if the employees wanted this growth for themselves, he would continue to support a growth and expansion program. Indicative of the subsequent attitude that seemingly permeates the entire organization is a slogan which was adopted by the Southern division with the opening of store number one-hundred. The slogan, "one-hundred plus," recognizes no slowdown in expansion possibilities.

Employee benefits

Publix employees participate significantly in the profits that are realized by the company's operations. In total, 35 per cent of gross profits each year is returned to employees either directly or indirectly. Twenty per cent of gross profits are returned to employees each year directly as cash bonus; 15 per cent of yearly gross profits is placed in an employee trust which accrues funds to be allocated to retiring employees through the employees' retirement plan. The trust funds are invested by the administrators of the fund for the employees. The employees of Publix, through the fund, now own several Publix supermarket sites and buildings and four shopping centers, each containing a Publix market. (29, p. 42)

Other benefits include medical, major medical expense, life, and accidental death and dismemberment insurance; a credit union, paid sick leaves, and paid vacations. The full-time employee can accrue as much as four full weeks annual vacation. For each quarter worked in a calendar year on a full-time basis, the employee earns an extra week's pay; by working the full calendar year, he earns four weeks' pay; the employee may choose how he wants to receive this accrual, and he may receive up to three weeks' pay as a bonus or he may take the entire accrued time of four weeks as his vacation.

Employee motivation

The Jenkins' philosophy is believed to have proliferated down to the individual employee, thus having saturated the entire organization. Through the awareness and apparent faith in the employee and customer philosophies, and as a result of employee benefits from successful store operations, management thinks that each individual employee is motivated toward efficiency and is alertly conscious of his store's profit ability and his role in contributing to it. The suggested strong conviction that each and every employee is an important part of the company progress perhaps may be singled out as one of the strongest reasons for the success of the chain.

Management is convinced that employees make Publix go. Personnel Director, Mark C. Hollis, says that other chains have improved facilities and products as has Publix, but he maintains that "the achievement of management goals is unlikely" if the people in an organization fail to "convey the desired image" to the public. (30, p. 3) Mr. Hollis believes that the employees, from check-out girl to vice president, are motivated because "...they've got the spirit of the company; because they believe in what we are trying to do." (30, p. 7)

Customer satisfaction concept

From the inception of the Publix Corporation, the management philosophy has been grounded in the fair treatment

policy. Fair treatment to employees; fair treatment to customers. Above all, management feels that the customer should be given full value. Personal relationships, store design, quality and variety of food, all at fair prices are basic factors in the Publix concept of full value.

Mark Hollis says that the Publix belief is that "the customer is paying for people to be nice to her." (30, p.10) Helpful service, friendliness and courtesy are the fundamentals practiced by employees in their relationships with Publix customers. The design of Publix stores is created with the accomplishment of the particular concept of full value in mind. The stores are built to be comfortable; they are supposed to be clean and to have themselves, a warm, friendly personality. In some respects the plans for the buildings have been unconventional, but the differences serve to point out that the planners of Publix stores have "a customer point of view." In-store placement of the produce department serves to illustrate.

Commonly, because produce typically contains a high profit and is an attractive product, it is placed in an area which is one of the first the customer must pass through upon entering a supermarket. By placing the produce early in the shopper's tour, the strategy is that she may purchase more of it. Planners of Publix stores have done the opposite; they have placed the produce areas as

near the end of the shopper's store tour as is feasible. The management and planners reason that the produce is likely to be crushed and damaged by placing it in the basket first. By placing the produce as the final major department the customer will pass through, the fresh produce is automatically on top of the basket rather than on the bottom perhaps being crushed and damaged. (30, p. 11) This plan supports the belief of Publix management that the transaction is not complete until the food has been prepared and eaten and enjoyed. Obviously, maximum protection of perishables enhances the accomplishment of this end.

Satisfaction, trust, benefit

The management believes that there is a high degree of mobility present in the Florida market. New people are arriving each day and many visitors are constantly entering and leaving the market area. As a consequence of this recognition, Publix has practiced a policy of minimizing the development, introduction, and use of local brands of merchandise. By carrying in stock regional and national brands almost exclusively, the belief is that the continuously changing market is being given a product that can be trusted to meet given expectations. Mr. Hollis expresses that this is a "major method" of insuring that the customer gets the best for her money when shopping at Publix.) (30,

p. 2) This aspect of customer satisfaction is very important to the people at Publix. They feel that if the customer has confidence in the store, that she will be a lasting customer; in addition to being a lasting customer herself, it is believed that she will bring new customers to shop at Publix. (30, p. 10)

Although well known brands are stocked in the Publix stores, the policy is to allow the customer a variety of products and brands from which to choose. All of these benefits provided by the company are believed to be priced fairly. Excessive markups is a policy which is not a part of the Publix philosophy; rather, a distinct part of the Publix full value concept is that the products and other factors be offered to the customer at a "fair price."

The Publix Personality

From the foregoing discussion of the Publix Food Stores Corporation operating philosophy and management policies, it perhaps will be beneficial to attempt a brief summary of the factors apparently involved in the management's concept of the organization. A following discussion of the ingredients presented to the public in active image creating messages will further illuminate the image perceived by the company of itself.

Image dimensions

People, both externally and internally, are the focus of the entire personality of the company. The customer is expected to be greeted by completely modern facilities upon entering a Publix market. The entire physical plant as seen by management is characterized by being spacious, very clean and bright, and comfortable. In the store the customer is expected to find only the best quality merchandise presented at fair prices; the management sees Publix employees as being helpful, friendly and courteous and providing a satisfying personal experience to the customer upon contact. The service and products offered can be completely trusted, and confidence can be placed in the total shopping experience at Publix. This belief is emphasized by management in the guarantee that the transaction is completed when the product has been used and enjoyed.

Other investigators' evaluations and findings

Other studies and articles concerning the Publix Corporation have been undertaken and published. It will be of interest to briefly present some findings and conclusions of these writers. This chapter so far has attempted to interpret the concepts that the Publix management has of itself; this analysis will further serve to cast light on the self-concept held by the management of the company.

Saint Petersburg Magazine

The Saint Petersburg Magazine published an article in the March, 1964, issue which brought attention to Publix. "Status Among the Celery Stalks" depicts the company as providing the community with a service and quotes President Jenkins as saying upon the company's reaching the number of one hundred stores: "We are here to serve the people and grow we must to serve their needs." (20, p. 35) The article also concluded that there is a certain degree of status attached to shopping at Publix, and that the public image of the company is one of high priced merchandise.

This article says that Publix is mentioned most frequently in Florida as the shopper's favorite market. This recognition, however, may not be indicative of a completely valid implication for the article goes on to quote the head of Zemp Advertising Agency: "'If the figures are to be believed, even the ladies who don't shop regularly at Publix say they do!'" (20, p. 35) The interpretation is not all good. The connection of the shopper's pride and the image or status of Publix has led, at least apparently in some areas, to the belief by the public that it costs more to shop at Publix.

The statement had become so common among shoppers that even the check-out girls were "almost convinced" that this was true. Since this discovery, the Publix management

has carried on an internal campaign "...designed to remind employees that comparison shoppers are constantly checking, to make sure that Publix prices on comparable merchandise are equal to, or lower than, competition." (20, p. 35)

Food Business Magazine

The article "George W. Jenkins ... A Man for National Brands" allows a closer insight into the operations of the Publix Corporation. It emphasizes that Jenkins' chain is the leading supermarket chain in sales volume in Florida, averaging two million dollars a year per store; it emphasizes that net profit at Publix has been above the industry average; it emphasizes that human relations have paid dividends at Publix. (15, pp. 19-20)

A 1957 breakdown of Publix sales' figures percentage-wise showed the following: (15, p. 20)

Cost of Merchandise	81.7%
Salaries and Employee Benefits	8.03%
Federal, State, Local Taxes	2.46%
General Expenses	1.22%
Rent and Utilities	1.17%
Depreciation	1.10%
Advertising	2.41%
Profit (re-invested in business)	1.91%

Although profit figures are not published, budgeted volume in the post war years has been: (15, p. 20)

1945	\$ 2,857,000
1947	4,881,000
1949	7,449,000
1951	18,228,000
1953	28,241,000
1955	49,001,000

1957	\$ 77,012,000	
1959	112,765,000	
1960	140,957,000	
1961	155,000,000	
1964	250,000,000	(estimate)

A January 1, 1962, report on revenue breakdown per dollar of sales volume and changes from 1957 are: (29, p.7)

	<u>1962</u>	<u>1957</u>	<u>Change</u>
Cost of Merchandise	80.25%	81.70%	-1.45
Salaries and Employee Benefits	8.89%	8.03%	+ .86
Federal, State and Local Taxes	1.81%	2.46%	- .65
General Expenses	1.40%	1.22%	+ .18
Rent and Utilities	2.14%	1.17%	+ .97
Depreciation	1.02%	1.10%	- .08
Advertising	3.18%	2.41%	+ .77
Profit	1.31%	1.91%	- .60

If one can assume that each year's volume net reported has been at least that of the preceding reported year, the total sales' volume for the 1945-1964 period of twenty years would have been \$1,349,000,000 or \$67,453,000 per year. Further assuming that profit averaged at least 1.50% of gross sales, one sees profit figures in total, \$20,235,900 or \$1,011,795 per year.

Food Business states that Publix workers experience a "moral imperative" to produce; this "moral imperative" is illustrated by the inscription on a plaque presented to George Jenkins in 1961, by the warehouse employees in Lakeland. It read, "To Mr. Publix ... In appreciation for all the things you have done for us through the years ... The warehouse employees and their families in Publix ... 1961."

(15, p. 20) Food Business further emphasizes the apparent worker satisfaction at Publix in the statement that, "People work for Publix because they seem to want to ..." (15, p. 20)

"The Publix Story"

Daniel Yankelovich is the president of his own firm in New York City; the firm specializes in applying psychological approaches to market research; his observations and conclusions concerning the Publix Corporation perhaps are of interest in this study of the company. (27, pp. 6-10)

"The Publix Story" features comments revolving around the topics of the applied management in the company, employee attitudes and company potential.

Mr. Yankelovich found that the Publix management practices a combination of common and unique management fundamentals. Factors in Publix also common to other organizations include: (27, p. 7)

1. decentralized authority and responsibility
2. local store manager decision-making
3. clean, attractive store environments
4. success resulting in motivating more success.

Factors active in the management beliefs that in combination apparently enhance the individualism of the philosophy were found to be:

1. autonomy
2. tolerance of mistakes
3. true management concern for the individual
4. group goal orientation
5. blurred status lines.

Yankelovich believes that personnel motivation at Publix is unique and that due to highly motivated people, the company has achieved success. In support of his conclusions, Mr. Yankelovich describes some of his interviews with Publix employees. (27, p. 6) Pride was expressed by a woman grocery checker when she said that she would be ashamed to wear a competitor's uniform in public but that she was pleased when people associated her with Publix. One person said that he was "glad" the company had retirement and bonus plans; however, he continued, "I work here just because I love it so much." Other typical comments held that everyone, including customers, was very friendly and that there was much satisfaction in the discharging of work duties.

The article maintains that the workers at Publix are fully aware of the Jenkins' management philosophy and that they are in sympathy with the Jenkins' beliefs regarding the customer and the employee. The opportunity, incentive and responsibility are clear-cut at Publix and as a result of rapid growth and promotion exclusively from within, many opportunities are available to the ambitious and competent workers.

The management practice of autonomy accepts that a natural human condition is to make mistakes. Yankelovich explains the employee reaction to this management practice

in stating that a worker told him he was "... working hard, doing my best; when I make a mistake it is explained; I am not chewed out." (27, p. 9) "The Publix Story" relates that it found that employees believed that the company had a true concern for each individual employee.

Employees frequently mentioned the profit sharing plan of bonus and retirement benefits but of more importance seemed to be the explicit individual attention given to employees. A bag boy told Mr. Yankelovich that after "only" six months of employment he received an "unexpected Christmas bonus." (27, p. 9) Another employee said that he had been employed by Publix three months when a member of his family underwent surgery; his store manager went to the hospital and remained there throughout the entire operation. Many employees hold cards inviting them to use a Publix golf course free of cost; for those workers at the Lakeland offices and warehouse, a company cafeteria prepares free lunch each day; some store managers give Christmas parties on their own. Mr. Yankelovich says that the most recurrent phrase by the employees at Publix in describing the management attitude was: "You are treated like a person, not like a number." (27, p. 9)

The article goes on to say that a warm, congenial atmosphere in Publix stores is a source of pride for the people at Publix. Management, customer and personnel relationships account for the atmosphere, and "The Publix

Story" concludes that personnel are motivated, not only by management and worker relationships, but also as a result of the customer's returning time after time.

Possibly the most interesting of Daniel Yankelovich's conclusions concerns the potential market area for Publix. He maintains that Publix can appeal to the mass of people satisfactorily, not having to depend on reaching any one segment of a stratified market: they do not "conform to a socio-economic group, an income level, nor are they ethnically homogeneous." (27, p. 8) It is proposed by the motivation consultant that Publix reaches and services people who have a basic, psychological need for warm human contact; "this is a basic human need which exists universally" is the conclusion of Yankelovich, and this need is satisfied by the corresponding attitude of both the customers and employees who shop and work at Publix. (27, p. 8)

Results of Daniel Yankelovich's study led him to conclude that some distinct areas of motivation appear to bring about the degree of enthusiasm that exists at Publix. They are:

1. the recognition of individual dignity
2. the customer motivation of personnel
3. the comparability of friendliness and efficiency
4. a unique market appeal.

Publix' Active Image Creation

Discovery of the need

William R. Schroeter is the executive who directs advertising campaigns undertaken by Publix; until 1963, there had been no explicit plan at the company headquarters to emphasize a definite image to the customers and potential customers of Publix. Prior to 1963, members of the management team had "assumed" that Publix had a public image - a corporate personality; however, the dimensions of the image were vague, and the typical comments of the company executives indicated that they believed "some" type image existed. (32, p. 9)

Upon the recognition that the company needed to clearly state and undertake a definite reaffirmation of the company policies toward the public, Mr. Schroeter pursued the development of an active image-creating program. Discussions among management personnel were undertaken to this end. These sessions further supported the apparent need for a concise program; individual opinions differed substantially, thus illuminating the proposition that the leaders of the company did not know what the Publix personality was. (32, p. 1)

The efforts resulted in the decision to clearly state the intent and policies of the corporation and to undertake an advertising campaign to present these ideas to the public

in parts of Florida. A search was undertaken to determine the elements and characteristics of the personality that should be portrayed to the public. In addition, there needed to be created a simple theme around which the image-creating advertising could be constructed.

The image factors

Under the direction of Mr. Schroeter and in cooperation with an advertising agency, the dimensions of the desired image evolved. Two comments received in letters written by Publix customers set the stage for the campaign. One letter came from a former customer who was then in Pakistan; it requested pictures of Publix supermarkets so the traveler could show other people "... the cleanest, brightest supermarkets in the whole world." Another letter stated: "I like to shop at Publix because of the clean odor." (32, p. 1)

To the elements of cleanliness were added spacious, completely modern markets. In keeping with the company philosophy, messages should also include that only the very best quality foods were available at Publix and that the products offered there were priced fairly. The aspects to be promoted became clear, and the institutional theme would be pleasure; the actual phrase: "Where Shopping is a Pleasure."

"The Happy Difference" Series

An advertising campaign evolved which would be presented to the public. It was entitled "The Happy Difference" series and was designed to convey a definite image to the grocery consuming public. Mr. Schroeter, Publix' Director of Advertising, believes that every corporation should have a planned image and a slogan that can be remembered by the customer. (31, p. 1) He maintains that success of image advertising is dependent primarily upon two basic factors: the concepts promoted and the words utilized in the promotional activity. (33, p. 1) Simple words used consistently to propound the concepts of "truth and consumer benefit" made the foundation for the Publix policy reaffirmation and image creation campaign.

The advertisements

The entire series is comprised of twelve installments. Each installment layout was prepared on a common basis. A picture covers the top half of the advertisement; bold letters placed across the lower part of each picture ask, after the first installment, "Is this the Happy Difference?" referring to the picture. The initial copy asks "Where does the Happy Difference Begin?" Immediately following the picture and question is an explanation of the concept presented in the picture. This explanation is brief and is placed in black print against white background; each

explanation and copy layout ends with: "We invite you to try it soon ... at Publix." The series was originally placed in selected media including newspapers, radio broadcasts and television broadcasts. Radio and television were utilized to supplement newspaper advertising, and the installments were placed one week apart.

Installments one through six

The first advertisement of the twelve-week series serves to introduce the advertising program. It summarizes the shopping tour from newspaper advertisement reading to post-meal enjoyment and emphasizes the Publix guarantee. Cleanliness and atmosphere are the themes of the following copy. The third advertisement emphasizes the meat department: quality of the meat and helpful attitude of the department employees. The policy of carrying only well known brands is presented the fourth week, and pre-packaged produce serves as the subject the following week. The explanation is that produce is packaged for the convenience of the "average family," but it carries the message that there is no hesitation whatsoever in breaking a carton for more or less of the product. Making a joy out of a chore, emphasizing Publix' wall directories and "customer comradeship" are the messages in the sixth installment.

Installments seven through twelve

Service, treatment, confidence and ease of shopping are highlighted in the concluding six weekly presentations. Numbers seven and eight show a check-out girl and a bag boy. They represent "efficient, friendly, helpful service, extra smiles," and "royal treatment" that are parts of the "happy difference." A blindfolded shopper and the Publix seal are topics presented to support trust and confidence; the eleventh advertisement continues to build customer confidence by showing and telling how and why periodic testing of products occurs. Finally, ease of shopping is emphasized. Wide and spacious aisles prevent "traffic jams" and shopper "frustration."

The series served, in addition to stating and reaffirming the Publix objectives, as an internal training program. Store managers and store personnel were made completely aware of and were exposed to the presentations before they went before the public. Not only were the employees informed of what was to be shown to shoppers, they also received the benefit of gaining a fuller understanding of the management philosophy. The program was designed and is intended to be used at succeeding intervals in order to maintain consumer awareness.

Conclusion

By analyzing the competitive differentiation and market segmentation of the Publix Corporation, by investigating their policies toward employees and consumers, by interpreting what other researchers have discovered about the company, and by summarizing Publix' active personality creation activities, perhaps one can gain a general understanding of how the company actually perceives itself. This chapter has been organized and presented with this objective as the goal, and although the intangibles are often difficult to synthesize, one is able to recognize consistency in the total company activity. It might be concluded that this discovery of consistent effort, both in depth and breadth in the overall concept, is sufficient to warrant the belief that the company is not a victim of "organization insanity."

CHAPTER VI

RESEARCH DESIGN

Introduction

Chapters VII, VIII, IX, and X, serve as vehicles to relate the results of surveys undertaken by the author. Although the reader may find the description of store selection and of the four survey methods tedious reading, it is hoped that the presentation of the information at this point will aid him in better understanding the writer's findings. Therefore, the methods of store selection, manager survey, employee survey, Publix customer survey, and the random household survey are the subjects of Chapter VI.

Selected Stores

The stores of the Publix Corporation are divided into two geographical divisions: northern Florida and southern Florida. Such a division places some seventy stores in the former group. It was the belief of Mr. Hollis, the Publix Personnel Director, that a representative group of stores could be selected from the northern division. Stores located in the following cities were selected:

Brooksville, Florida
 Clermont, Florida
 Plant City, Florida
 Bartow, Florida
 Leesburg, Florida
 Winter Park, Florida
 Orlando, Florida
 Holly Hill, Florida
 Lakeland, Florida
 Gainesville, Florida.

All Publix stores are classified on the basis of volume of sales and location. The number of stores selected in each classification was directly related to the total number of stores in that classification in the chain.

Total number in this class	Volume of sales	Number se- lected	Total number in this class	Location	Number se- lected
11	small	2	17	free standing	3
28	medium	3	46	neighbor- hood shopping center	6
26	high	4	7	integrated shopping center	1
5	extra- high	1			

Individual Survey Designs

Where feasible, possible, and meaningful, the questionnaire construction for each individual survey was basically the same. Fundamentally, the corporate or store image as perceived by individuals may be studied in one of three ways: as if the perception is entirely subconscious

(24, pp. 264-275); as if the image is perceived on a cognitive plane (17, pp. 1-8); as if the perception is partially subconscious and partially conscious. To the degree that this study is based on the Publix self-concept, the latter of the three mentioned approaches is more suitable.

The ultimate and basic dimensions for the questionnaires used in this study were unknown until the Publix officials stated their philosophy and self-concept. In light of the hypothesis, the writer was guided strongly by what the company thought its image to be. For the purpose of this particular study, no benefit would be derived from indiscriminately gathering and using a list of popular image dimensions. Therefore, only where pertinent to this study, its hypothesis, and its objectives, have image dimensions other than those explicitly stated by the Publix management been employed.

Survey of Publix Managers

Each Publix store has two managers, the store manager and the meat department manager. After the store sample had been drawn, both of the managers in each store were mailed a prepared questionnaire. The questionnaire was constructed on a semantic differential basis.(3, p. 333) The author constructed the manager survey questionnaire to reflect manager attitudes toward their own stores, toward immediate supervisory practices and toward the Publix Company

philosophy. After the basic dimensions for the manager survey had been established, positive modifying terms or phrases were selected; opposing terms were then selected. The managers were allowed six spaces in which to place their answers, and they could mark spaces indicating "agree," "strongly agree," or "very strongly agree" in the direction of either term.¹ A total of twenty questionnaires was mailed to managers and eighteen were returned. However, only sixteen of the eighteen questionnaires proved to be usable.

Survey of Publix Employees

After the participating stores had been selected, a mailing list of all Publix employees at the selected stores exclusive of store and meat market managers was obtained. One-third of all employees, male and female, part-time and full-time, were randomly selected to participate.² The total number of selected employees was one hundred and fifteen. A cover letter and a questionnaire were then mailed to the selected employees. Of the total sample of one hundred and fifteen, sixty-nine usable questionnaires represented a return of 60 per cent.

¹The store manager questionnaire is reproduced as Exhibit 1.

²The store employee sample was drawn by using systematic selection.

Questionnaire design

As in the formulation of the Publix manager survey questionnaire, the Publix employee questionnaire was designed to glean employee responses pertaining directly to the stated Publix business policies and active image-creating efforts.² The format of the employee survey questionnaire was similar to that of the manager questionnaire; some adjustments were necessitated by the general differences of the survey group, however. The employee questionnaire was also of the semantic differential type. Opposing terms or statements were placed opposite each other with six spaces provided, one of which the respondent was asked to check. His mark could indicate "agree," "strongly agree" or "very strongly agree" with either term or phrase.

Exhibit plan: manager and employee responses

The Publix Personnel Director, Mr. Mark Hollis, was asked to complete two manager questionnaires and two employee questionnaires. He was requested to use two criteria for his judgment: 1) the degree of success which he, as the Personnel Director, thought the Company wanted to achieve, and 2) the degree of success he felt the Company actually had achieved. The manager and employee responses are compared to Mr. Hollis' ratings of his perceptions of ideal and reality in Company image creation.

²The store employee questionnaire is reproduced as Exhibit 2.

The questionnaires returned by managers and employees were then edited and tabulated, and the responses were assigned weights in order to determine the average response. After determining the total number of responses in each of the six spaces, the sum of the responses in each space was multiplied by the position of that space, one through six. The products of the spaces were then combined and that sum was divided by the total number who responded to that particular term or phrase.

Elaboration of the significance of the range of responses and reply tendencies is enhanced in the exhibitions by the utilization and application of certain statistical methods. Both the mode and the median responses were determined; and each supported the positions of the weighted means although the mode best expressed the general pattern of response. Therefore, a note signifying the position of the modal response to each statement appears on the face of the individual charts.

The range of answers, one through six, is shown on the exhibits. Frequently, however, the line representing the range of responses appeared to be misleading; therefore, the depicted range of responses is in modified form. An example will be helpful: In the choices one through six, twelve respondents marked choice one, one respondent marked two, two respondents marked three, and one individual chose six. Showing the entire range of replies by a connected

line causes the line to stretch from one through all choices to six. Consequently, the implication is that the choices of one through six were significant but, as the reader sees, this reasoning can be fallacious. In fact, this situation was present in the manager and employee survey responses.

The "Ten-Ninety Percentile Range" method, having been found useful, was applied to the range of responses shown in Chapters VII and VIII. (4, p. 192) This method allows the researcher to exclude the upper and lower 10 per cent, giving the two values between which the central 80 per cent of the responses occur. Where the employment of this measure eliminated any apparent range in responses a broken line connects the positions of the adjusted range and the weighted average. Thus the exhibits in Chapters VII and VIII depict the range of responses, the weighted mean, and the opinions of Mr. Hollis, ideal and reality.

Survey of Publix Customers

Details of Publix customer survey

During the week of November 16, 1964, each of the selected stores was visited by an interviewing team composed of four or five individuals. The interviewers were members of a marketing research class at the University of Florida, and they participated in this survey as part of a class project. On Monday, November 16, a team visited two stores: Clermont Publix customers were interviewed from

9:30 A.M. until approximately 12:15 P.M.; Publix customers in Leesburg were interviewed from 1:45 P.M. until about 4:45 in the afternoon. On Tuesday, November 17, two teams visited and interviewed Publix customers at four Publix Supermarkets. One team interviewed Publix customers at Lakeland in the morning and at Bartow in the afternoon; the other team interviewed Publix customers at Orlando and at Winter Park Publix stores. Brooksville Publix customers were contacted on the afternoon of Thursday, November 19, and Gainesville and Holly Hill Publix customers were interviewed on Friday. Gainesville customers were interviewed in the afternoon, and Holly Hill customers were contacted Friday evening from 5:00 to 8:00 P.M. The remaining selected Publix store customers, those at Plant City, were interviewed on Saturday morning, November 20.

The selected stores were visited at different hours during the day: morning, afternoon, and evening. The selected stores were also visited on different days of the week: Monday, Tuesday, Thursday, Friday, and Saturday. Another advantage inherent in this survey was that members of a marketing research class were primarily responsible for completing the total of 952 personal interviews. These students were studying the principles of consumer surveying in a formal class situation. In addition, they were instructed in the use of proper techniques of interviewing

and were aware of common problems faced by the field researcher. There were female and male interviewers.

Questionnaire design

The design of questionnaires to be used in the questioning of Publix customers was different from the design of the questionnaires used in the manager and employee surveys.³ Whereas the manager and employee surveys were conducted as mail surveys, customers were interviewed personally. The customer was asked to "agree," "disagree," or give "no opinion" concerning selected statements referring to the Publix management, products and policies.

Data presentation

The presentation of the data collected in the Publix customer survey is the subject of Chapter IX. There was a total of 952 interviewees; therefore, the data are presented in terms of percentages for greater comprehension.⁴ In addition, the information is grouped and depicted by the volume store size. Tendencies and differences are more easily recognizable by showing the comparative percentages of low, medium, high and extra-high volume groups.

³The Publix customer questionnaire is reproduced as Exhibit 3.

⁴Response totals of the survey are presented in the Appendix.

Survey of Gainesville Household Shoppers

In Chapter X, material based on a household survey of grocery shoppers in Gainesville, Florida is displayed and analyzed. The questionnaire was designed to be used in a personal interview, and the respondent was asked to rank in order of preference, the Gainesville supermarkets with which he was familiar.⁵ A statement was read by the interviewer pertaining to "location and parking facilities," "store personality," "post-transaction satisfaction" and "store sales efforts." The respondent then ranked stores or gave "no preference" or "no opinion" replies.

Method

Making use of a table of numbers and the 1964 edition of Polk's Gainesville, Florida City Directory, a random sample of 200 households in Gainesville was drawn. Each address was then visited by an interviewer. Upon being greeted by the addressee and after a brief introduction, the interviewer asked to see the resident who was responsible for the grocery shopping. If this person was not available, the interviewer was instructed to make an appointment to see him at a later time and to return at the given time. Should there have been no one at home at the address, the interviewer left a card stating that a visit

⁵The Gainesville household survey questionnaire is reproduced as Exhibit 4.

had been made and that the interviewer intended to return. If, after three visits no response was obtained, a substitution address was visited. Following the interviews, the questionnaires were edited and tabulated. There were 172 usable questionnaires.

Examination of the responses reveals a definite tendency indicating that Publix and Winn-Dixie received much more frequent recognition in ranking than did the other three chains. Therefore, Chapter IX shows only comparisons of Publix and Winn-Dixie. It is felt that the recognition given to A & P, Food Fair, and Thriftway by respondents was so slight that these responses should be analyzed as a separate group.

Plan of presentation

The individual store could have been ranked by the respondent in any position, 1 through 5. The total number of respondents who checked each position was again weighted as were the totals of the manager and employee responses. The assigning of weights facilitated the obtaining of the weighted average which is depicted on the exhibits in Chapter X. The exhibits compare the replies of three groups of respondents: those respondents who shopped at Publix most frequently; those respondents who shopped at supermarkets other than Publix most frequently; and the total of those two groups of respondents. Each group's reaction is

represented by an individual exhibit and the lines on the exhibits show the range of respondent rankings.

Conclusion

It is evident that the overall research design gives each of the surveys a common foundation. However, it must be noted that each survey has distinctive aspects. The likenesses of the specific survey designs stem from the overall objectives of the study; the differences of the individual survey designs reflect the heterogeneity of the responding groups.

Exhibit 1.-Facsimile of questionnaire used to gather information in the survey of selected Publix managers.

STORE MANAGER QUESTIONNAIRE

	VSA	SA	A	A	SA	VSA	
I. Your store is usually:							
1. very clean							dirty
2. attractive							unattractive
3. spacious							congested
4. comfortable							uncomfortable
5. well-organized							inefficient
6. strictly up to date							a little bit old fashioned
II. Your superiors:							
1. are completely trustworthy							are not too trustworthy
2. are sometimes secretive							keep you 100% informed
3. could gain more of your confidence							have all of your respect
4. are completely fair to you							are sometimes unfair to you
5. think that they are better than you are							treat you as an equal
6. allow you to operate your store (dept.) freely							tell you how to run your store (dept.)
7. don't pay you near enough money							pay you completely fair wages
8. always promote from within							hire people over you
9. do things for you which they don't have to do							never go out of their way for you
III. You feel that overall Publix management is:							
1. too conservative							pioneering
2. recognized as leaders							not recognized
3. not too progressive							always improving
4. persuasive							non-persuasive
5. working toward a common goal							doesn't know where it is going

Exhibit 1 (cont'd)

IV. As a Publix manager you:

1. are very proud _____
2. are loyal to Publix _____
3. feel that you just work here _____
4. completely agree with the Jenkins philosophy _____

feel no extra pride
would desert them
feel that you are a real
part of Publix
sometimes disagree with
the Jenkins philosophy

V. You think that:

1. sometimes Publix advertising is a little shady _____
2. your mark-up is too high _____
3. Mr. Jenkins really wants to serve the public _____
4. your store carries only the best quality merchandise _____

Publix advertising is
completely truthful
your mark-up is a
legitimate one
Mr. Jenkins really wants
to make more profits
your store carried dif-
ferent levels of
quality

5. your store charges higher prices than other super-markets _____

your store charges equal
or lower prices than
other supermarkets

6. you are completely fair and honest with the customer _____

you are sometimes a
little unfair to your
customers

7. you are completely fair and honest with your employees _____

you are completely or a
little unfair to your
employees

8. you would gain customers by not giving stamps _____

you would lose customers
by not giving stamps

9. your superiors do most every-thing right _____

your superiors do many
things wrong

Two things you like most about working at Publix are:

1. _____
2. _____

Two things you dislike most about working at Publix are:

1. _____
2. _____

Exhibit 2.-Facsimile of questionnaire used to gather information in the survey of selected Publix employees.

STORE EMPLOYEE QUESTIONNAIRE

VSA SA A A SA VSA

I. You think that your store is usually:

- | | | | | | | |
|------------------------|-------|-------|-------|-------|-------|------------------------|
| 1. clean | _____ | _____ | _____ | _____ | _____ | dirty |
| 2. attractive | _____ | _____ | _____ | _____ | _____ | unattractive |
| 3. spacious | _____ | _____ | _____ | _____ | _____ | congested |
| 4. comfortable | _____ | _____ | _____ | _____ | _____ | uncomfortable |
| 5. well organized | _____ | _____ | _____ | _____ | _____ | inefficient |
| 6. strictly up to date | _____ | _____ | _____ | _____ | _____ | a little old fashioned |

II. Your manager:

- | | | | | | | |
|--|-------|-------|-------|-------|-------|----------------------------|
| 1. is completely trustworthy | _____ | _____ | _____ | _____ | _____ | is not too trustworthy |
| 2. is sometimes secretive | _____ | _____ | _____ | _____ | _____ | keeps you 100% informed |
| 3. could gain more of your respect | _____ | _____ | _____ | _____ | _____ | has all of your respect |
| 4. is completely fair to you | _____ | _____ | _____ | _____ | _____ | is sometimes unfair to you |
| 5. thinks he is better than you are | _____ | _____ | _____ | _____ | _____ | treats you as an equal |
| 6. allows you to carry out your job freely | _____ | _____ | _____ | _____ | _____ | tells you what to do |

7. doesn't pay you near enough

- | | | | | | | |
|-------|-------|-------|-------|-------|-------|--------------------------------|
| _____ | _____ | _____ | _____ | _____ | _____ | pays you completely fair wages |
|-------|-------|-------|-------|-------|-------|--------------------------------|

- | | | | | | | |
|--|-------|-------|-------|-------|-------|-----------------------------------|
| 8. always promotes from within | _____ | _____ | _____ | _____ | _____ | hires people over you |
| 9. does things for you which he doesn't have to do | _____ | _____ | _____ | _____ | _____ | never goes out of his way for you |

III. As a Publix employee you:

- | | | | | | | |
|--|-------|-------|-------|-------|-------|---|
| 1. are very proud | _____ | _____ | _____ | _____ | _____ | feel no extra pride |
| 2. enjoy your job | _____ | _____ | _____ | _____ | _____ | hate your job |
| 3. work hard because you like the job and people | _____ | _____ | _____ | _____ | _____ | work hard because you have to |
| 4. would like to have a union | _____ | _____ | _____ | _____ | _____ | would not like a union |
| 5. despise to see customers coming | _____ | _____ | _____ | _____ | _____ | like the customers |
| 6. are loyal to your fellow employees | _____ | _____ | _____ | _____ | _____ | are not concerned about your fellow employees |
| 7. feel that you are a real part of Publix | _____ | _____ | _____ | _____ | _____ | feel that you just work here |
| 8. want to see the company grow and prosper | _____ | _____ | _____ | _____ | _____ | don't much care if it grows or not |

Exhibit 2 (cont'd)

IV. You think that Publix:

- | | | | | | |
|--|-----|-----|-----|-----|---|
| 1. advertising is sometimes a little shady | ___ | ___ | ___ | ___ | advertising is completely truthful |
| 2. charge the customer too much money | ___ | ___ | ___ | ___ | charges a legitimate mark-up |
| 3. wants to <u>make money</u> first | ___ | ___ | ___ | ___ | wants to <u>serve the people</u> first |
| 4. carries only the best quality | ___ | ___ | ___ | ___ | carries different levels of quality |
| 5. charges higher prices than other supermarkets | ___ | ___ | ___ | ___ | charges equal or lower prices than other supermarkets |
| 6. is completely fair and honest with the customer | ___ | ___ | ___ | ___ | is sometimes a little unfair to the customer |
| 7. would gain customers by not giving green stamps | ___ | ___ | ___ | ___ | would lose customers by not giving green stamps |

V. Two things you like most about working at Publix:

1. _____
 2. _____
- Two things you dislike most about working at Publix:

- VI. Personal Information
- You are a part time _____, full time _____ employee. (check one)
- You have worked for Publix _____ years, _____ months.
- You are male _____, female _____. (check one)

Exhibit 3.--Facsimile of questionnaire used to gather information in the survey of selected Publix customers.

CONSUMER QUESTIONNAIRE

My name is _____ . I am a student at the University of Florida conducting a marketing research project for the marketing department. Would you please help me by answering a few questions?

(If yes, then)

The questions will be short. Please give your first reaction. We are trying to determine the customer's image of this Publix store. Just answer: agree, disagree, or no opinion.

I. The first series of questions will be concerned with a comparison of Publix to any other supermarkets with which you are familiar.

At this Publix store compared to other supermarkets:

- | | A | D | NO |
|--|-------|-------|-------|
| 1. Quality of meat is higher | _____ | _____ | _____ |
| 2. Quality of produce is higher | _____ | _____ | _____ |
| 3. Your total food bill is probably higher (If yes, then) | _____ | _____ | _____ |
| 4. Extra quality is worth the extra money | _____ | _____ | _____ |
| 5. You would buy less here if they stopped giving green stamps | _____ | _____ | _____ |

II. The next section is concerned with the general conditions prevalent in this store.

This Publix store is:

- | | A | D | NO |
|--|-------|-------|-------|
| 1. A little bit old fashioned | _____ | _____ | _____ |
| 2. Planned and laid out inefficiently | _____ | _____ | _____ |
| 3. Keeps aisles uncongested | _____ | _____ | _____ |
| 4. Offers the best quality available | _____ | _____ | _____ |
| 5. Offers lower levels of quality if desired | _____ | _____ | _____ |
| 6. Poorly decorated | _____ | _____ | _____ |
| 7. Usually very clean | _____ | _____ | _____ |
| 8. Very successful | _____ | _____ | _____ |
| 9. Reputable | _____ | _____ | _____ |
| 10. Never out of stock | _____ | _____ | _____ |

Exhibit 3 (cont'd)

III. In this section we center our attention on the employee-customer relationship.

1. Meat department service is sometimes poor
 2. Check out girls are never rude
 3. The bag boys are occasionally discourteous
 4. You are sometimes unable to get help when you want it
- IV. Now we have a few questions about other customers in this store. Customers in this Publix store are:

1. Pleasant
 2. Courteous
 3. In an income bracket of over \$7,000
 4. Mostly employed as highly skilled workers.
- V. What percent of your total grocery shopping is done at Publix?
- VI. What is your Husband's (your) occupation?
- VII. What are the two most important reasons that you shop at Publix?

1.

2.

What are two things you dislike about Publix

1.

2.

VIII. THANK YOU VERY MUCH FOR YOUR COOPERATION!!!

XI. Interviewer's observations:

1. Age _____ 2. Sex _____ 3. Race _____

A D NO

A D NO

Exhibit 4.-Facsimile of questionnaire used to gather information in the survey of selected Gainesville household respondents.

A STUDY OF CHAIN SUPERMARKET IMAGES AS HELD
BY CONSUMERS IN GAINESVILLE, FLA.

Good..., My name is ... and I am a student at the university. As a project in our marketing class, we are attempting to determine your preferences for supermarkets in Gainesville. Your name has been selected from the city directory to be a part of our sample. I would like to take a few minutes of your time to answer these questions.

1. Who in the household most frequently does the shopping?
Wife ___ Husband ___ Both wife and husband ___ Other ___
Note: If person answers other than himself/herself ask if he/she is home now? If yes, ask to see this person; if no, ask when he/she will be home?
Date ___ Time ___ Who ___
2. How many times have you shopped at a supermarket in the last 2 weeks?
1 ___ 2 ___ 3 ___ 4 ___ Other ___
3. a. Where do you most frequently shop? (open-end)
A & P ___ Food Fair ___ (13th ___ Main ___),
Winn-Dixie ___ (Main ___ 6th ___ West Univ. ___),
Thriftway ___ (13th ___ Waldo ___), Publix ___
(If respondent answers OTHER, ask the following questions.)
 1. Have you ever shopped at a chain supermarket in Gainesville? Yes ___ No ___
 2. Why don't you shop at a chain supermarket regularly or frequently? _____
- b. Which of the supermarkets in Gainesville have you shopped?

13	M	13	W
A&P ___	Food Fair ___	Publix ___	Thriftway ___
6	M	W	
Winn-Dixie ___			
- c. If respondent has shopped at more than 1 Food Fair, 1 Winn-Dixie, 1 Thriftway; ask him/her to indicate the one most shopped.

READ AS WRITTEN

To determine your preferences of the Gainesville stores which you have shopped, I would like you to rank them on certain characteristics. I will read the characteristic. Would you please give the names of the stores the way you rank them: 1-best, 2-second best, 3-third best, 4-fourth best, 5-fifth best. Please rank them JUST AS THEY COME TO MIND. (Use the most frequently shopped W-D, TW, FF) Are there any questions?

If respondent is confused about what ranking involves, proceed with this example:

Which of these drinks do you prefer--1st, 2nd, and 3rd? Coffee Tea Hot Choc.

If respondent can't rank the stores, give the stores the same appropriate number.

	<u>A&P</u>	<u>F.F.</u>	<u>PUB.</u>	<u>T.W.</u>	<u>W-D</u>
4. LOCATION					
a) Convenience of location (distance and/or time)					
b) Adequate parking facilities					
MERCHANDISE SUITABILITY					
a) Variety of brands					
b) Variety of meats					
c) Variety of produce					
d) Availability of products					
e) Quality of meats					
f) Quality of produce					
g) Buy in staples (Price					
h) Buy in meats (&					
i) Buy in produce (Quality					
STORE PERSONALITY					
a) Willingness to please customer					
b) Courteous clerks					
c) Helpful clerks					
d) Layout of mdse.					
e) Mdse. display					
f) Efficient traffic flow					
g) Clean and attractive					
STORE SALES EFFORTS					
a) Usefulness of adv'g to plan shopping					
b) Money-saving specials					
c) Preference for stamps					
d) Premiums offered					
STORE POLICIES					
a) Truthfulness of advertising					
b) Willingness to make adjustments on merchandise					

- c) Availability of new products _____
- d) Ease of check cashing _____
- e) Efficient check-out services _____

5. Do you think that certain supermarkets appeal to a particular income group? Yes _____ No _____ (If YES, Which ones to which groups?) A&P _____ F.F. _____ PUB. _____ T.W. _____ W-D _____

6. NON-PUBLIX SHOPPER ONLY!!!

You indicated you have never shopped at Publix. Is there any particular reason? _____

RESPONDENT CHARACTERISTICS

7. a. What is the "Principle wage earner's" occupation? _____
b. Exactly what does he do? _____
8. Number of persons residing in household: _____ Number of persons under 18 _____

"THANK YOU FOR YOUR CO-OPERATION"

TO BE FILLED OUT BY THE INTERVIEWER

Age of respondent: 18-25 () 25-35 () 35-45 () 45-65 ()
65+ ()

Address _____

Substitution Address _____

Race: W () Non-W ()

Sex: Fe. () M. ()

Interview Characteristics

Date _____

Time of interview _____

Duration _____

First call _____ Second call _____ Third call _____ Refusal _____

CHAPTER VII

ANALYSIS OF ATTITUDES OF SELECTED PUBLIX STORE MANAGERS

Introduction

Fundamental to the analysis of manager and employee responses is the belief that is held by this writer that the consumer is perceptually affected primarily by his contact with the individual store and the service he receives while there. The pursuit of the objectives of this dissertation require that manager attitudes be analyzed. In addition, a study that involves image communication must be cognizant of any group which vitally affects the success of image dimension communication. Therefore, findings of the manager attitude survey are related in Chapter VII.

To further substantiate the inclusion of manager and employee attitudes in this image study, it is assumed that the retail store image is created at the point of purchase and during the use of the purchased product. This being true, local managers and local employees are primarily responsible for the creation of the real image which the consumer maintains. To reiterate the Publix stand as stated in Chapter III, the Personnel Director, Mr. Hollis, believes

that the achievement of company goals is unlikely "...if the people in an organization fail to convey the desired image." (30, p. 2)

Manager Survey Analysis

Store personality

Mr. Hollis' rating of what he thinks the Publix Company wants to achieve was number 1 on every statement pertaining to the "personality" of the Publix stores (Exhibit 5). He marked number 1 for his ideal rating on every manager and employee survey statement. The tendency for respondents to answer in the first space was strong, and the mode of replies differed from the most positive response only in reference to the statements "very clean" and "strictly up to date."

Old and modern stores are represented in the manager sample as are small and large ones. Average response measures of "very clean" and "strictly up to date" may directly reflect the building and fixtures of the older store group.

Supervisor cooperativeness

Manager responses as depicted in Exhibit 6 indicate perhaps, some important differences in actual supervisory practices and policy statements. Autonomous management, decentralized responsibility and authority, and group loyalty and cohesiveness were recipients of expressed pride

Exhibit 5.-Responses of selected Publix managers to statements at left which refer to Publix store personality.

Your store is:

very clean

attractive

spacious

comfortable¹

well-organized¹

strictly up to date



¹Based on 15 responses.

The manager modal response to each of the statements was one except "very clean," 1.5, and "strictly up to date," 2.

The horizontal lines depict the adjusted range of respondent ratings.

The vertical slash on each horizontal line represents the weighted respondent mean.

The vertical mark above the horizontal line represents Mr. Follis' score of ideal. The vertical mark below the line represents his score of reality.

when the management philosophy of Publix was stated. Consequently, interest is drawn to Mr. Hollis' ratings of Publix' actual achievement in these areas (Exhibit 6). The manager responses imply less positive attitudes, particularly concerning the statement "keeps you 100% informed" and the topic of respect for superiors' decisions.

Character of management

The managers' average rating of the statements "complete respect" for management and fairness of supervisors was relatively weak (Exhibit 7). In choosing between the statements "supervisors have all of your respect" and "supervisors could gain more of your respect," the adjusted range of response by respondents was wider, 1 through 3, than on other statements relating to management character in Chart 7.

The Publix' philosophy, as stated, is fundamentally based on fairness: complete honesty and fairness to customers and complete honesty and fairness with employees. Managers at the store level indicate by their replies to "honesty with customers and employees" that they, the managers, believe the honesty policy to actually be in practice (Exhibit 7). Mr. Hollis' ratings of actual achievements were lower than were the manager response means. The actual lowest rating given on the range was in space 2 for these two statements. Perhaps managers are not as skeptical about management honesty as they are thought to be.

Exhibit 6.-Responses of selected Publix managers to statements at left which refer to the cooperativeness of supervisors.

Your superiors:

treat you as an equal

allow you to operate your store (dept.) freely

voluntarily do things for you

keeps you 100% informed

do most everything right

always promote from within



The manager modal response to each of the statements was one except "do most everything right," 1.5.

The horizontal lines depict the adjusted range of respondent ratings.

The vertical slash on each horizontal line represents the weighted respondent mean.

The vertical mark above the horizontal line represents Mr. Hollis' score of ideal. The vertical mark below the line represents his score of reality.

Exhibit 7.-Responses of selected Publix managers to statements at left which refer to the character of Publix management.

Management:

- is completely trustworthy
- has all of your respect
- is completely fair to you
- is completely truthful in it's advertising
- is completely fair and honest with customers
- is completely fair and honest with employees



The manager modal response to each of the statements was 1. The horizontal lines depict the adjusted range of respondent ratings. The vertical slash on each horizontal line represents the weighted respondent mean. The vertical mark above the horizontal line represents Mr. Hollis' score of ideal. The vertical mark below the line represents his score of reality.

Publix business philosophy

Manager responses indicate that they strongly concur in the Publix belief that the managers are aware of their importance to the organization and that there is a strong element of group cohesiveness and goal-orientation in the store level management ranks (Exhibit 8). Only one difference in rating appears in Exhibit 8, and that variance is in reference to the Jenkins' business philosophy.

Dynamic nature of Publix

Publix has been recognized in the food distributing industry as being an innovator and leader in food merchandising (Chapter VIII). Managers rated the company positively in the areas of leadership, progressiveness, and goal-orientation (Exhibit 9). However, manager attitudes as reflected by their responses toward the pioneering aspect of the dynamic nature of Publix were more negative than the indicated attitudes toward the other terms.

Business-wise nature of Publix

Responding managers regarded the Publix pricing policy as being fair to the consumer and competitive. (Exhibit 10) Quality of merchandise deserves explicit attention in that the respondent chose between the statements: "offers the best quality of merchandise available" and "offers various levels of quality if desired." Consequently, the extreme negative rating of 6 regarding quality is not

Exhibit 8.-Responses of selected Publix managers to statements at left which refer to the Publix business philosophy.

As a Publix Manager you:

completely agree with the
Jenkins philosophy

think Mr. Jenkins really
wants to serve the public

feel that you are a real
part of Publix

are very proud

are loyal to Publix



The manager modal response to each of the statements was 1.
The horizontal lines depict the adjusted range of respondent ratings.
The vertical slash on each horizontal line represents the weighted respondent mean.
The vertical mark above the horizontal line represents Mr. Hollis' score of ideal. The vertical mark below the line represents his score of reality.

Exhibit 9.-Responses of selected Publix managers to statements at left which refer to the dynamic nature of Publix management.

Publix is:

pioneering¹



recognized as leaders



always improving



working toward a common goal



¹Based on 15 responses.

The manager modal response to each of the statements was 1.

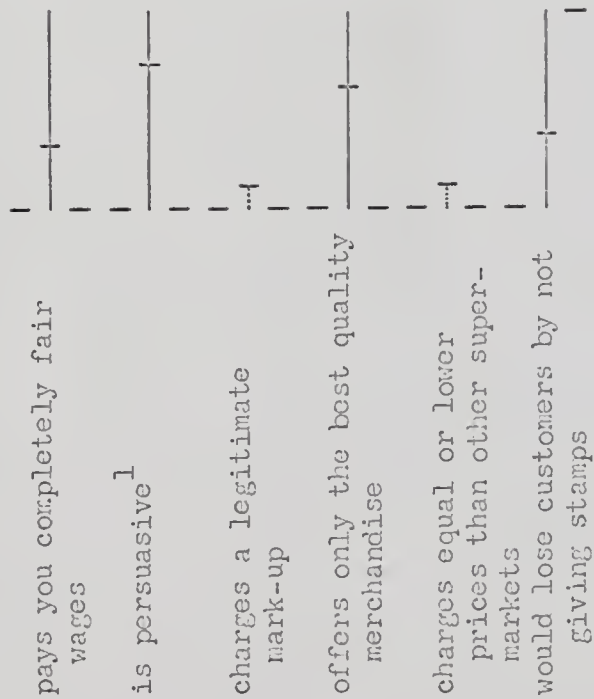
The horizontal lines depict the adjusted range of respondent ratings.

The vertical slash on each horizontal line represents the weighted respondent mean.

The vertical mark above the horizontal line represents Mr. Hollis' score of ideal. The vertical mark below the line represents his score of reality.

Exhibit 10.-Responses of selected Publix managers to statements at left which refer to the business-wise nature of Publix management.

Publix:



¹Based on 14 responses.

The manager modal response to each of the statements was 1 except "is persuasive," 2. The horizontal lines depict the adjusted range of respondent ratings.

The vertical slash on each horizontal line represents the weighted respondent mean.

The vertical mark above the horizontal line represents Mr. Hollis' score of ideal. The vertical mark below the line represents his score of reality.

measuring the degree of quality from positive to negative. The statement was poorly chosen and constructed; perhaps it should have referred to various brands of merchandise.

Personal likes and dislikes

The manager questionnaire design allowed the managers to respond to an open-end question (Chapter VI). The managers were asked to list two things they liked most about working for Publix and two things they disliked about working for the Company (Table 1). The responses were classified and presented in Table 1 under the general headings of company related working conditions and manager-supervisor relationships. Factors indicating cohesiveness, autonomy, individual recognition and Publix association were frequently cited as being the things favored by the Publix managers. Job satisfaction is implied by the lack of respondents' citing definite "dislikes." The bulk of respondents either stated that they had no dislikes or simply left the space blank.

Conclusion

One can readily understand the difficulty of attempting to interpret the overall attitudes of managers as Mr. Hollis was asked to do. His responses, however, do permit comparisons with the manager replies. Mr. Hollis did not hesitate to cooperate, but it should be pointed out that he recognized that his responses, as one removed from

TABLE 1

PERSONAL LIKES AND DISLIKES OF PUBLIX MANAGERS
CLASSIFIED BY SELECTED STATEMENTS

Statement	Number and Percentage of Respondents			
	Likes		Dislikes	
	No.	%	No.	%
<u>Company Related Working Conditions:</u>				
Feeling as being a necessary part of Publix (family, closeness)	6	17	0	
Fringe benefits	4	11	0	
Challenging work	4	11	0	
Security	3	9	0	
Pride	3	9	0	
Future	1	3	0	
Loyalty of Mr. Jenkins	1	3	0	0
Everything (nothing)	0		25	69
Hours	0		3	8
Money and check responsibility	0		3	8
General (transfers, time clocks)	0		5	14
<u>Manager-Superior Relationships:</u>				
Feeling as being a necessary part of Publix (prestige; like owning own store, company reputation)	6	17	0	
Fair, trustworthy, respect	4	11	0	
Autonomous management methods (free self-expression; free operation)	3	9	0	
Recognition	0		0	
	35		36	

actual store-level management, were extremely difficult to make. Another potential difficulty was the fact that Mr. Hollis' answers were those of one individual and these responses represented the entire management attitude.

Overall, the management replies do reflect considerable strength of awareness and of agreement with the Publix philosophy. From the level of in-store managers, data representing attitudes as recorded and analyzed in this chapter lead to the conclusion that the higher echelon of management has successfully transmitted the stated philosophy to the store-level management. It also appears that the store-level management is in agreement with the stated policies and objectives.

CHAPTER VIII

ANALYSIS OF ATTITUDES OF SELECTED PUBLIX STORE EMPLOYEES

Introduction

In Chapter VII the writer concluded that the top Publix management team had effectively projected and communicated to selected store-level managers the desired image. However, the store-management group has relatively limited contact with the consumer compared to that of all other store employees. Therefore, it is appropriate to attempt an evaluation of store employees' attitudes reflecting impressions of pertinent image factors.

The questionnaire used with Publix employees was designed to measure the workers' perception of the Company image. Image dimensions deemed applicable to this group include "store personality," "immediate management practice," "local work environment," "character of Publix management," "business practices of the company" and "personal likes and dislikes" of Publix employees.

Analysis of employee responses to these measures indicate a full range of reaction from most negative to most positive response. However, in no instance does there occur any average of responses that is greater than 3 for

any one statement in the questionnaire. This is the most obvious finding to be drawn from the data, and it tends to build a frame of reference for analysis of further specific findings.

The model response to each statement was most positive or number 1 in every instance except on the statement "keeps you 100% informed," Exhibit 12. Therefore, to gain greater clarity from the data the median of responses is pointed out for each statement response in the appropriate exhibit.

Analysis of Employee Responses

Store personality

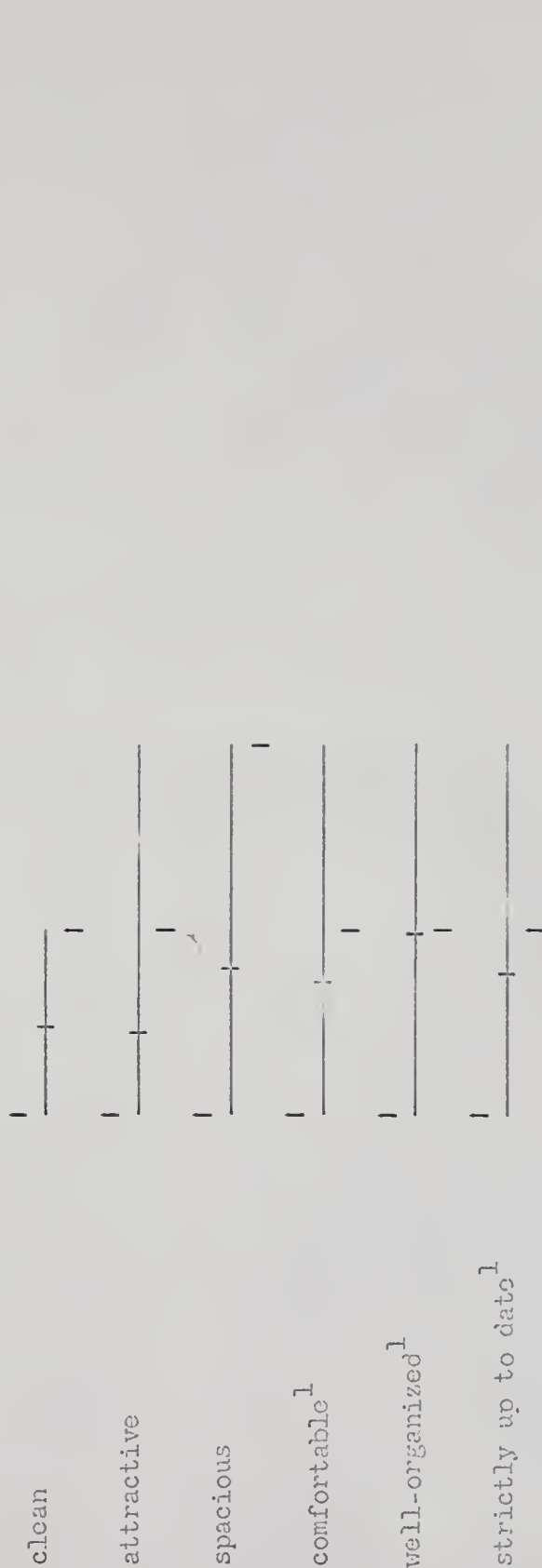
Achievement ratings regarding statements describing "store personality" were, overall, lower than with any other image dimension response shown in Chapter VIII (Exhibit 11). The adjusted range of employee responses indicates a high degree of agreement among the respondents as does the average response which is between 1-1/2 and 2 on each of the six personality statements. The statement involving "spaciousness" was given an exceptionally low rating by the Personnel Director on achievement but the average employee response did not correspond to Mr. Hollis' judgment.

Management practices

Response averages, reality ratings, range extremes and median responses imply that stated management policies

Exhibit 11.-Responses of selected Publix employees to statements at left which refer to Publix store personality.

Your store is:



¹Based on 68 responses.

The employee median responses to each of the statements was 1, except in reference to "well-organized," 2. The horizontal lines depict the adjusted range of respondent ratings.

The vertical slash on each horizontal line represents the weighted respondent mean.

The vertical mark above the horizontal line represents Mr. Hollis' score of ideal. The vertical mark below the line represents his score of reality.

and practiced policies have generated strong feelings among some employees (Exhibit 12). This researcher cannot logically support the differences in the reality ratings of most positive or 1 and the employee response average of 1-3/4 and 2-1/4, to the statements "voluntarily does things for you" and "promotes exclusively internally." The writer tends to think that an internal promotion policy, strictly adhered to, could not be misinterpreted.

Mr. Hollis' scores on other "personality" statements correspond favorably with employee response averages. Particularly should the reader note Mr. Hollis' evaluation of the level of achievement and average employee response to the statement "keeps you 100% informed." Obviously, the general employee does not usually know everything about company operation, but reconciliation of democratic management and the reality rating poses a special problem. The most common rating of "keeps you 100% informed" was in space 4; this mode was the lowest of all statement modal responses.

Work environment

Desire for Company growth and prosperity appears to be very strong among Publix employees (Exhibit 13). The Publix philosophy of motivation as a result of personal relationship is reflected in Exhibit 13 as is employees' satisfaction with individual recognition and the feeling of being necessary to the organization. All of Mr. Hollis'

Exhibit 12.-Responses of selected Publix employees to statements at left which refer to immediate management practice.

Your manager:

pays you completely fair
wages¹

treats you as an equal

allows you to carry out your
job freely²

always promotes from within³

does things for you which he
doesn't have to do

keeps you 100% informed



¹Based on 68 responses.

²Based on 67 responses.

³Based on 63 responses.

The employee median response to each of the statements was 2, except "keeps you 100% informed," ⁴ 4. The horizontal lines depict the adjusted range of respondent ratings.

The horizontal slash on each horizontal line represents the weighted respondent mean.

The vertical mark above the horizontal line represents Mr. Hollis' score of ideal. The vertical mark below the line represents his score of reality.

Exhibit 13.-Responses of selected Publix employees to statements at left which refer to the Publix work environment.

As an employee you:

are very proud¹

enjoy your job

work hard because you like
the job and people²

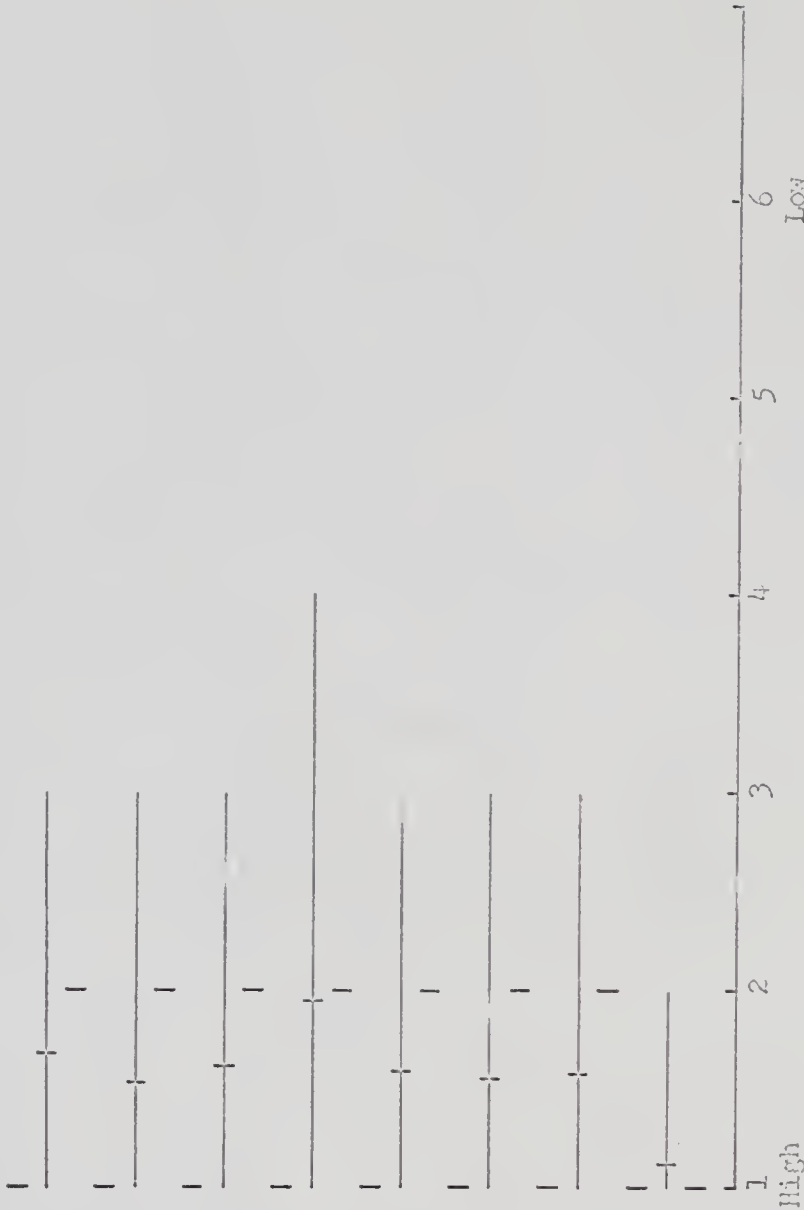
would not like a union²

like the customers²

are loyal to your fellow
workers

feel that you are a real
part of Publix¹

want to see the company
grow and prosper



¹Based on 68 responses.

²Based on 66 responses.

The employee median response to each of the above statements was 1. The horizontal lines depict the adjusted range of respondent ratings. The vertical slash on each horizontal line represents the weighted respondent mean. The vertical mark above the horizontal line represents Mr. Hollis' score of ideal. The vertical mark below the line represents his score of reality.

ratings of Company achievement tend to conform to average responses of employees concerning their attitudes toward their "work environment." This perhaps reflects again the belief by Publix that their employees are the most important factor in the success of the Company.

Character of management

Statements of "fair wages" and "treats you as an equal" were given relatively negative ratings by employees (Exhibit 12). Perhaps these reactions can be related to similar employee responses on the statements concerning management's "commanding all of their respect" and being "completely fair" (Exhibit 14). The achievement rating by Mr. Hollis was 2 on "trustworthy management" but this rating was 1 on "advertising truthfulness" and "honesty with the customer." However, employees on the average, rated "trustworthy management" and "honesty with the customer" as 1-1/2. Their average rating of "advertising truthfulness" was 1-3/4.

Publix business practices

Responses to the statement "offers the best quality of merchandise" should be cautiously interpreted (Exhibit 15). The respondent chose between the statements "offers the best quality of merchandise" and "offers various levels of quality"; therefore, the response is not reflecting absolute quality of merchandise.

Exhibit 14.-Responses of selected Publix employees to statements at left which refer to the character of Publix management.

Your manager:

is completely trustworthy

has all of your respect

is completely fair to you
The management of Publix:

is completely truthful in
its advertising

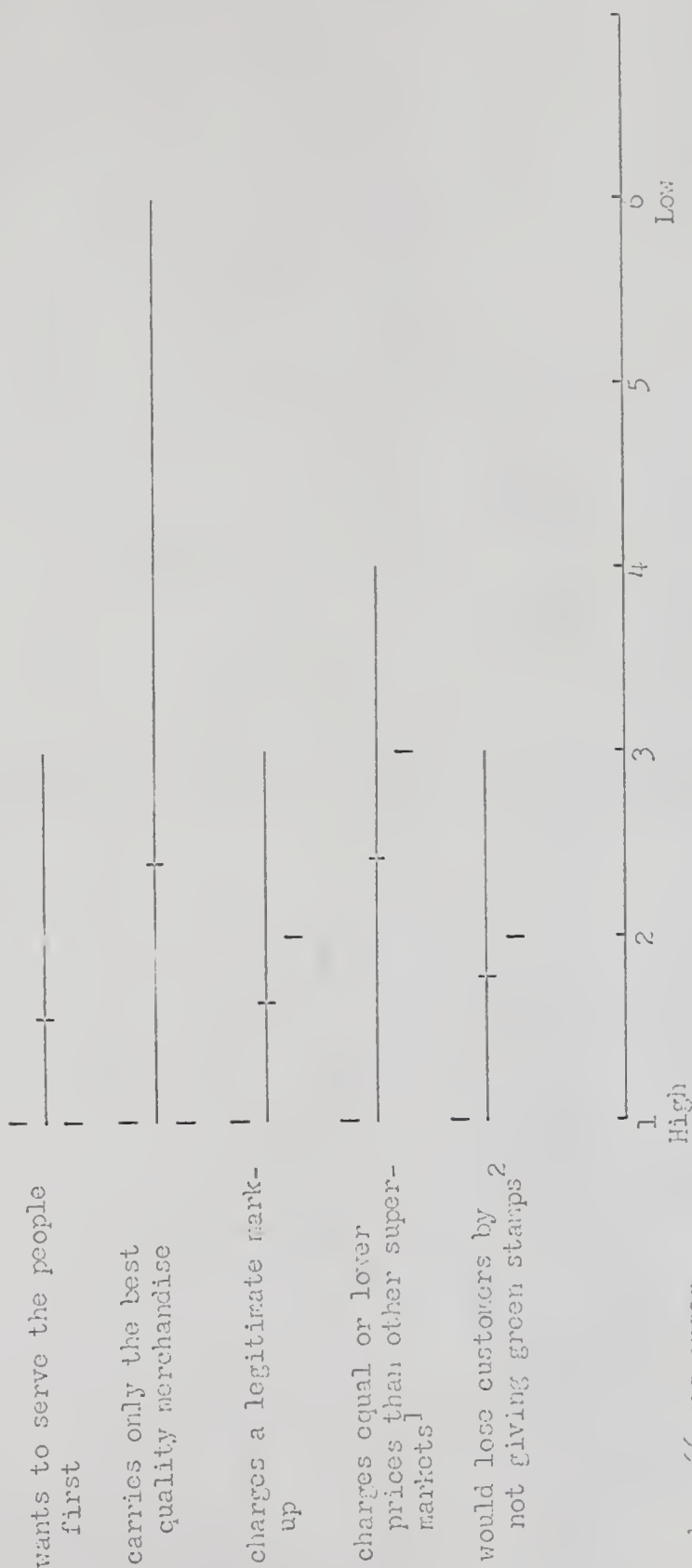
is completely fair and honest
with the customer



The employee median response to each of the above statements was 1, except "has all of your respect," 2. The horizontal lines depict the adjusted range of respondent ratings. The vertical slash on each horizontal line represents the weighted respondent mean. The vertical mark above the horizontal line represents Mr. Hollis' score of ideal. The vertical mark below the line represents his score of reality.

Exhibit 15.-Responses of selected Publix employees to statements at left which refer to the business practices of Publix.

You think Publix management:



¹Based on 66 responses.

²Based on 64 responses.

The employee median response to each of the above statements was 1, except "carries only the best quality merchandise," and "charges equal or lower prices than other supermarkets," 2.

The horizontal lines depict the adjusted range of respondent ratings.

The vertical slash on each horizontal line represents the weighted respondent mean.

The vertical mark above the horizontal line represents Mr. Hollis' score of ideal. The vertical mark below the line represents his score of reality.

The Publix management has felt that employees have believed its pricing policy to be one that causes Publix to be considered a "high-priced" supermarket. This management attitude is reflected by Mr. Hollis' estimate of employee attitudes for legitimate mark-up and for competitive price policy. As with trading stamp policy, again the Personnel Director's rating indicates penetrating insight into the employee attitudes.

Personal likes and dislikes

Employees who answered the open-end questions involving the listing of "two personal likes" and "two personal dislikes" cited personal relationships with others as the thing they liked most about working for Publix (Table 2). Fifty-three per cent of the provided spaces for listing "dislikes" indicated no complaint or dislike (Table 3).

Other employee, customer and supervisor interaction apparently motivates employees of Publix and "general working conditions," "company attitude" and "fringe benefits" were also given recognition (Table 2). "Company policies," "employee relations" and "general working conditions" received the most criticism by respondents although the percentage referring to each sub-topic was low (Table 3).

TABLE 2

PERSONAL LIVES OF PUBLIC EMPLOYEES CLASSIFIED BY
SELECTED STATEMENTS²

Statement	Number and Percentage of Responses ¹	
	No.	%
<u>General Company Policies</u>		
Fringe benefits	21	14
Wages	7	5
General attitude	16	11
Future	7	5
Hours	3	2
<u>Employee Relations</u>		
General attitude	15	10
Friendly	12	8
<u>Employee-Customer Relations</u>		
(employee motivation; friendly, pleasant)	17	12
<u>Employee-Supervisor Relations</u>		
Recognition	13	9
General attitude	10	7
Fair treatment	4	3
Autonomous method	3	2
<u>General Working Conditions</u>		
	19	12
	147	100

¹Based on 147 responses.

²Some respondents gave more than two.

TABLE 3

PERSONAL DISLIKES OF PUBLIC EMPLOYEES CLASSIFIED BY
SELECTED STATEMENTS

Statement	Number and Percentage of Responses ¹	
	No.	%
<u>General Company Policies</u>		
Uniforms (old-fashioned)	2	1
Not paying part-time workers for inventory work	5	4
Miscellaneous	6	4
Relatives running company		
No quick check-out counters		
Giving out of advertised specials		
Time clock		
Charging employees to cash checks		
<u>Employee Relations</u>		
Management attitude	9	7
Friction	6	4
Quality and appearance of personnel	5	4
<u>Personal Factors</u>	8	6
(hours, leaving company)		
<u>General Working Conditions</u>		
Time worked	11	8
Wages	3	2
Standing	3	2
Job difficulties	7	5
(insufficient help; varied duties; stamp dispensers; floor scrubbing)		
<u>Nothing</u>	<u>73</u>	<u>53</u>
	138	100

¹Based on 138 responses.

Conclusion

The weighted mean response to every statement except one in the manager survey was between 1 and 2. The most frequent rating by managers was 1 and the mode of the respondent was 2 regarding only two statements. This researcher, therefore, concluded that the managers interviewed were aware of and in agreement with the stated factors of projected Publix image.

Employee attitudes were not as strongly positive as were those of managers. Measuring the responses by the weighted mean, employees gave a second place rating on the six place scale to nine of the statements. On the basis of the median response, nine of the statements were rated as 2 and one received a rating of 4. Employees who were interviewed rated all statements pertaining to "management practices" relatively low. Their attitudes reflected essentially complete agreement with "work environment" statements and strong positive responses were given "store personality" and "character of management" factors. Sixty per cent of the "business practice" were rated 1, and the remainder received a rating of 2.

Responses to certain statements by managers indicate that the managers believe that they practice the stated methods of the Publix management philosophy. But employee responses to selected statements imply that managers do not

follow the stated policies. The question at this point is one of degree, but the fact that employees rated factors of "management practices" lower than any other group deserves emphasis. This area is one in which the stated image factors do not appear to have been successfully transmitted to employees. However, strong evidence is present that other fundamental factors of the management philosophy and active image creation are shared by the employees.

CHAPTER IX

ANALYSIS OF ATTITUDES OF SELECTED PUBLIX' CUSTOMERS

Introduction

Continuing in the attempt to gather data which would allow this researcher to effectively evaluate the transmittal of certain image dimensions, 952 Publix' customers were interviewed. Positive replies to selected statements are discussed in this chapter. Their responses are interpreted in terms of percentages.¹ The analysis of these responses is made in terms of the total group of interviewees as well as with specific sub-groups of respondents: extra-high, high, medium, and low-volume store interviewees.

Tables 4, 5, and 6, show the composition of the group interviewed; Tables 7, 8, and 9, relate reactions concerning "store personality," "store sales efforts," and "post transaction satisfaction." The customers who were contacted were asked to express two "likes" and two "dislikes" concerning Publix. The writer presents percentages of the respondents' replies in Tables 10 and 11. The sex of the respondent, his occupation and the percentage of his grocery

¹Detailed exhibits, relating both absolute numbers and percentage replies, are presented in the Appendix.

buying accomplished at Publix are bases for cross-tabulation results as will be seen in Tables 12, 13, and 14.

Sample Composition

Sex, Race, Age, Occupation

White females were by far the most frequently interviewed Publix' customers in each sub-group. The proportion of male and non-white respondents varies inversely with the volume classification of each sub-group. (Table 4) Considering the age tendencies of the individual groups in relation to their sex composition, a direct relationship exists between the number of male respondents and the fifty and over age group.

By age classification, respondents in the extra-high volume group were younger than respondents in the other volume groups. A number of inferences can be drawn from this information. Assuming that the groups that were interviewed were representative of store clientele, it could be said that, the extra-high-volume store attracts a younger shopping group than do the other selected stores.² But one might also attribute the difference in patronage group ages to such factors as population composition, spending habits of different age groups or shopping habits of the groups.

²Interviewers were instructed to exercise care in order to avoid favoring any particular age, sex or race group in the selection of interviewees.

TABLE 4

PERCENTAGES OF PUBLIC RESPONDENTS CLASSIFIED
ON THE BASIS OF PERSONAL CHARACTERISTICS

Characteristics of Respondents	Class of Store				Total State- ment Average
	Extra High Volume	High Volume	Medium Volume	Low Volume	
No. of stores	(1)	(4)	(3)	(2)	
Sex					
Female	89	78	79	75	80
Male	10	20	21	25	19
Unclassified	1	2	0	0	1
Race					
White	97	96	92	91	94
Non-White	2	3	8	9	6
Unclassified	1	1	0	0	1
Age					
29 and under	32	12	11	10	16
30 - 49	51	39	33	22	36
50 and over	16	48	55	68	47
Unclassified	1	1	0	0	1
Size of sample	106	407	286	153	

Extra-high-volume store respondents were the youngest interviewees, and low-volume stores had more people in the oldest age bracket (Table 4). Perhaps indicative of Florida climate appeal for the residence of retired citizens is the fact that almost half of all the respondents were thought to be fifty years of age and older (Table 4).

Those shoppers saying that they were retired were encountered less frequently in the extra-high volume group. Further analysis of occupational classifications indicates professionalism to be an identifying mark of the extra-high volume group respondents (Table 5). Examination of the data reveals that the proportion of customers in the professional and technical classification is related to the size categories of stores. In general the smaller the volume, the lower the proportion of its customers who belong to this classification.

Percentage of shopping done at Publix

Eighty-eight percent of all respondents bought in excess of half of their groceries at Publix. (Table 6) Almost three-fourths of all respondents said that they bought at least 70 per cent of their groceries at Publix, and half of the respondents said that they shopped at Publix stores over 90 per cent of the time. To the extent that attitudes discussed in this chapter are desired to be those of shoppers who are regular Publix customers, success is indicated by the percentages in Table 6.

TABLE 5

PERCENTAGES OF PUBLIC RESPONDENTS CLASSIFIED
ON THE BASIS OF OCCUPATIONS

Occupation No. of stores	Class of Store				Total State- ment Average
	Extra High Volume (1)	High Volume (4)	Medium Volume (3)	Low Volume (2)	
Professional and technical	27	16	11	4	15
Farmers and farm managers	2	1	8	8	5
Managers, officials and proprietors (excluding farm)	19	12	8	7	12
Clerical workers	2	1	1	2	2
Sales workers	8	5	4	1	5
Craftsmen and foremen	8	8	12	6	9
Operatives	2	3	5	4	4
Private household workers	0	2	1	2	1
Service workers	0	2	3	3	2
Laborers	7	3	2	10	6
Government workers	0	2	4	4	3
Students	11	1	1	1	4
Retired	8	36	27	35	27
Occupation not re- ported (unemployed, disabled, head of household deceased)	13	7	13	13	12
Size of sample	106	407	283	153	

TABLE 6

PERCENTAGES OF PUBLIX RESPONDENTS CLASSIFIED
BY PERCENTAGE OF TOTAL GROCERY SHOPPING DONE
AT PUBLIX

Percentage of Shopping Done at Publix	Class of Store				Total State- ment Average
	Extra High Volume	High Volume	Medium Volume	Low Volume	
No. of stores	(1)	(4)	(3)	(2)	
0 - 29	5	9	6	5	6
30 - 49	4	4	5	1	4
50 - 69	15	15	18	8	14
70 - 89	31	20	23	22	24
90 -100	44	51	47	56	50
Unclassified	1	1	1	8	3
Size of sample	106	407	286	153	

Analysis of Publix' Customer ResponsesShopping tour experience

The Publix' officials have apparently been successful in the projection of their conceived image dimensions (Table 7). This is inferred from the large percentage of positive group responses to the statements in this attitude survey. One exception to this tendency involved the statement that "Publix customers are usually highly skilled workers."³

Publix' customers interviewed at the low-volume stores were not as strongly in agreement with some statements as were the other groups. The most frequent complaint of the low-volume group respondents was that the store floor plan was inefficient, therefore efficient traffic flow was not present (Table 7). Another statement with which the low-volume group agreed less was that the company "is very successful."

Hesitation to commit themselves was evident in some groups' replies to the statement about the most common type of employment of Publix' customers. One-third of the interviewees in the extra-high and high volume groups said they had no opinion regarding Publix customers' occupations. The medium and low volume groups had more definite opinions as 55 per cent of the customers interviewed in these groups

³Where the question was stated negatively in the questionnaire, it has been presented as a positive statement.

TABLE 7

PERCENTAGES OF PUBLIX RESPONDENTS WHO AGREED WITH STATEMENTS
AT THE LEFT PERTAINING TO STORE PERSONALITY

Statement	Class of Store				Total State- ment Average
	Extra High Volume	High Volume	Medium Volume	Low Volume	
No. of stores	(1)	(4)	(3)	(2)	
This store:					
is modern	88	92	88	90	90
is well decorated	87	90	88	86	88
is usually clean	99	98	98	97	98
keeps the aisles uncongested	94	95	92	76	89
is planned and laid out effi- ciently	98	94	88	82	91
is very successful	97	95	93	82	92
Other Publix customers:					
are pleasant	93	93	93	88	92
are courteous	95	92	98	72	89
are mostly employed as highly skilled workers	45	39	20	27	33
Size of sample	106	407	286	153	

disagreed with the statement that Publix "serves customers who are highly skilled workers."

The Publix management expressed great pride in the service aspect of their business strategy; however, when questioned about particular area or department service, some Publix customers said that the service was not satisfactory (Table 8). Rudeness exhibited by check-out girls was judged to be more common by the high and medium volume group respondents than by the extra-high and low volume interviewees. Although no pattern is discernible in reference to overall service, the same respondent groups, medium and high volume, rated "meat department service" relatively low.

Goods are indicated to be frequently "out of stock" in each of the store groups (Table 8). In reply to the statement: "Publix has various levels of merchandise quality available," the number of respondents who agreed varied directly with the size of the store in which they were contacted. Perhaps one can conclude that these answers reflect the limits placed on the ability of smaller stores to maintain a variety of products. However, only 60 per cent of all respondents agreed that various levels of quality were available.

An inverse relationship is present in the percentages pertaining to attitudes toward trading stamp policy (Table 8). However, 42 per cent of the high volume group respondents refused to agree or disagree with the statement that,

TABLE 8

PERCENTAGES OF PUBLIX RESPONDENTS WHO AGREED WITH STATEMENTS
AT THE LEFT PERTAINING TO STORE SALES EFFORTS

Statement	Class of Store				Total State- ment Average
	Extra High Volume	High Volume	Medium Volume	Low Volume	
No. of stores	(1)	(4)	(3)	(2)	
This store:					
has reputable management	98	99	99	96	98
has courteous check-out girls	95	87	85	96	92
has courteous bag-boys	95	95	97	96	96
has help available when needed	91	89	89	90	90
has meat department service that is sometimes poor	95	82	81	88	87
is never out of stock	58	60	67	58	61
offers the best quality available	91	95	94	90	93
offers lower levels of quality if desired	76	63	53	48	60
would lose sales if trading stamps were discontinued	13	15	23	26	19
Size of sample	106	407	286	153	

"This store would lose sales if trading stamps were discontinued."

Post-transaction satisfaction

Attitudes toward the quality of meat, quality of produce, and Publix prices appear to be particularly significant in that the responses are those of Publix customers (Table 9). There was a direct relationship between the percentages of positive replies and each volume group when Publix customers were asked about "higher quality meat," "higher quality produce" and "higher prices." Of the total responses, many shoppers said they did not buy the meat offered at Publix, and the average "no opinion" response to the statement was 13 per cent. Comparing the general attitudes toward product quality and price, more than half of all the respondents thought that they received a higher quality of meat and produce at Publix without paying higher prices.

The indication is that consumers who shop at the low volume Publix stores may actually receive lower quality products. These respondents gave the least favorable answers of any group to the statement, "offers various levels of quality" (Table 8). These Publix customers were the least positive also when replying to the statements "Publix offers higher quality of meat" and "Publix offers higher quality of produce" (Table 9). In addition, it is of interest to

TABLE 9

PERCENTAGES OF PUBLIX RESPONDENTS WHO AGREED WITH STATEMENTS
AT THE LEFT PERTAINING TO POST-TRANSACTION SATISFACTION

Statement	Class of Store				Total State- ment Average
	Extra High Volume	High Volume	Medium Volume	Low Volume	
No. of stores	(1)	(4)	(3)	(2)	
Compared to other supermarkets, Publix:					
offers higher quality of meat	63	62	59	47	58
offers higher quality of produce	66	64	57	50	59
charges higher prices (if yes, asked following question)	40	34	25	24	31
offers value comparable to price differential	90 ¹	81 ¹	87 ¹	86 ¹	86
Size of sample	106	407	286	153	

¹Based on percent of positive replies in preceding question.

note that the respondents in the low-volume group agreed less than any other group with the statement that Publix "charges higher prices."

Likes and dislikes

Publix customers who were interviewed were asked to specify two things that they disliked about Publix. Many specific replies were given by the respondents when they were asked to cite "likes" and "dislikes" about the Publix stores. In order to more readily present and analyze this information, similar interviewee responses were categorized under general headings. (Tables 10 and 11)

When given an opportunity to cite those things which they liked most about shopping at Publix, respondents referred most frequently to factors classified as "consumer shopping habit" and to statements pertaining to "promotion policy" (Table 10).⁴ The most frequently voiced "dislike" cited by respondents, concerned the "promotion policy" of Publix (Table 11). However, over half of the interviewees stated that they associated no "dislike" with their grocery shopping at Publix stores. The reader will notice that the attitude of the high volume group seems stronger toward trading stamps and promotion than the attitude of any other

⁴ Respondents occasionally cited "likes" about Publix which had vague meanings and many of these replies indicated that force of habit brought them to Publix or that traditional shopping patterns were being maintained. These responses are grouped together under the heading, "consumer shopping habit."

TABLE 10

PERCENTAGES OF PUBLIC RESPONDENTS' LIKES
CLASSIFIED BY MOST COMMON RESPONSES

Response Categories	Class of Stores				Total ⁵
	Extra ¹ High Volume	High ² Volume	Medium ³ Volume	Low ⁴ Volume	
No. of stores	(1)	(4)	(3)	(2)	(10)
Consumer shopping habit	35	20	18	25	27
Trading stamps and promotion policy	33	24	22	25	26
Price and quality	13	11	5	15	11
Physical characteristics	1	14	11	7	8
Everything	7	7	1	8	6
Service and Manage- ment attitude	3	4	4	4	4
Location	7	2	3	5	4
Unclassified	0	16	24	7	12

¹Based on 212 responses.

²Based on 814 responses.

³Based on 572 responses.

⁴Based on 306 responses.

⁵Based on 1,904 responses.

TABLE 11
PERCENTAGES OF PUBLIC RESPONDENTS' DISLIKES
CLASSIFIED BY MOST COMMON RESPONSES

Response Categories	Class of Stores				Total ⁵
	Extra ¹ High Volume	High ² Volume	Medium ³ Volume	Low ⁴ Volume	
No. of stores	(1)	(4)	(3)	(2)	(10)
Nothing	81	74	75	67	74
Shopping stamps and promotion policy	11	6	7	8	8
Consumer shopping habit	1	2	2	8	3
Price and quality	1	5	2	3	3
Products	3	3	3	2	3
Physical characteristics	2	1	0	1	1
Service and manage- ment attitude	1	1	0	1	1
Location	0	0	0	1	0
Unclassified	0	8	11	9	7

¹Based on 212 responses.

²Based on 814 responses.

³Based on 572 responses.

⁴Based on 306 responses.

⁵Based on 1,904 responses.

responding group (Table 10). Yet the response of this same group placed less emphasis on trading stamp effectiveness as shown in Table 7 than did the other groups.

Cross Tabulations

Searching for possible hidden or disguised attitudes, cross tabulations on certain selected statements were computed (Tables 12, 13, 14). Sample composition bases of "sex," "occupation" and "percentage of total grocery shopping done at Publix" served as grouping classifications.

With but one exception, the percentages of male responses toward selected statements were lower than the percentages indicating female attitudes toward the statements in Table 9. Varying causes may be purported for these results. Perhaps one could say that men gave the questions more thought; or in contrast, that they do less shopping, therefore are poorer judges; or that they tend to rationalize more. The author refrains from assessing the cause or causes.

Managers,' officials,' and proprietors' responses show least respect for the attractiveness and strength of shopping stamps. In contrast to the reaction of this group of respondents, the retired group of interviewees placed the most value on trading stamps. These factors might encourage one to believe that managers and proprietors, who would also perhaps use trading stamps in their businesses, see the

TABLE 12

PERCENTAGES OF PUBLIX RESPONDENTS' ATTITUDES
FAVORING STORES SALES EFFORTS AND FAVORING
POST-TRANSACTION SATISFACTION: CLASSIFIED
BY SEX OF RESPONDENTS

Statement	Female ¹	Male ²	Total Statement Average
This store:			
is modern	90	92	91
is very successful	94	87	91
Other Publix customers:			
are mostly employed as highly skilled workers	36	32	34
are pleasant	92	91	92
Publix would lose sales if trading stamps were discon- tinued	59	55	57
Compared to other supermarkets, Publix:			
offers higher quality of meat	60	56	58
offers higher quality of produce	60	58	59
charges higher prices	30	29	30

¹Based on 752 respondents.

²Based on 193 respondents.

TABLE 13

PERCENTAGES OF PUBLIC RESPONDENTS' ATTITUDES FAVORING STORES SALES EFFORTS AND FAVORING POST-TRANSACTION SATISFACTION: CLASSIFIED BY OCCUPATIONAL GROUP

Statement	Professional ¹ and Technical	Managers, Officials, Proprietors	Craftsmen ³ and Foremen	Retired ⁴	All Others ⁵	Total State- ment Average
This store:						
is modern	92	84	87	92	91	89
is very successful	97	87	93	92	94	93
Other Public customers:						
are mostly employed						
as highly skilled workers	41	38	35	32	34	36
are pleasant	95	94	93	98	90	94
Public would lose sales if trading stamps were discontinued	22	9	17	25	19	18
Compared to other supermarkets, Public:						
offers higher quality of meat	57	61	66	61	56	60
offers higher quality of produce	61	64	69	56	56	61
charges higher prices	35	30	33	26	31	31

¹Based on 132 respondents; ²based on 105 respondents; ³based on 90 respondents; ⁴based on 271 respondents; ⁵based on 354 respondents.

TABLE 14

PERCENTAGES OF PUBLIX RESPONDENTS' ATTITUDES
FAVORING STORE SALES EFFORTS AND FAVORING
POST-TRANSACTION SATISFACTION: CLASSIFIED
BY PERCENTAGE OF TOTAL GROCERY SHOPPING
DONE AT PUBLIX

Statement	90 - 100 ¹	70 - 89 ²	All Others ³	Total Statement Average
This store:				
is modern	88	91	94	91
is very suc- cessful	93	94	93	93
Other Publix customers:				
are mostly em- ployed as highly skilled workers	36	42	29	36
pleasant	94	93	89	92
Publix would lose sales if trading stamps were dis- continued	20	18	17	18
Compared to other supermarkets, Publix:				
offers higher quality of meat	65	59	51	58
offers higher quality of produce	63	59	56	59
charges higher prices	26	29	41	32

¹Based on 474 respondents.

²Based on 215 respondents.

³Based on 241 respondents.

stamp policy as a "necessary evil"; the retired group attitude perhaps supports the popular idea that stamp collecting is a form of saving.

The retired group attitude is indicated to be lower than the other groups' implied attitudes toward "higher prices" and "higher quality produce"; the most favorable response regarding higher quality meat and produce was voiced by the craftsmen and foremen group (Table 13).

When compared to other supermarkets, the group purchasing less than 70 per cent of their groceries at Publix said that the Publix meat quality was not higher, that Publix produce quality was not higher, and that Publix prices were higher (Table 14). The greater the proportion of grocery shopping the group did at Publix, the higher the rating given to the quality of meat and the quality of produce. The same can be said for attitudes toward prices: the more purchased at Publix, the lower Publix prices were judged to be.

Conclusion

Publix managers at the store level indicated strong agreement with the Publix stated image. Store employees showed less strength in their responses to selected statements. Publix customers tend to be even less agreeable than were Publix employees, particularly in regard to certain areas of the Publix conceived image.

Respondents at low-volume stores rated the "store personality" factors significantly lower than did other groups; otherwise, general "store personality" factors drew strong support from the respondents. The positive rating of general service also supported the Publix management beliefs. One-third of the customer respondents felt that Publix prices were higher, and 86 per cent of this group felt they were getting higher quality merchandise. More significance is attached to the attitudes expressed by a majority of the Publix customers who were interviewed. This majority said that they thought they were getting better quality meat and produce at Publix at normal or competitive prices.

Ratings of image factors appear in many instances to reflect the individual store, it's competition and it's location. In addition, the writer believes that different ratings of other factors, such as "courtesy of check-out girls," is indicative of local store management. Therefore, it is apparent that the elements of the conceived and stated image are in fact transmitted at the point of purchase and in post-transaction use of the product. The data in Chapter IX support this line of reasoning and lead to the suggestion that the people employed at the store level are, ultimately, responsible for the creation of the customer image.

CHAPTER X

ANALYSIS OF ATTITUDES OF GAINESVILLE HOUSEHOLD RESPONDENTS

Introduction

The objective of this phase of the study was to try and measure the image of Publix relative to that of other stores held by a sample of all shoppers, not just Publix shoppers. The method used to accomplish this objective was to survey a random sample of households in Gainesville, Florida. This survey was similar to the Publix customer survey in content, but the respondent was asked to rank in order of preference the supermarket chains with which he was familiar and which operated at least one store in Gainesville. Characteristics were devised to measure aspects of the image held by consumers of various chain organization's "location and parking facilities," "store personality," "post-transaction satisfaction" and "store sales efforts."

Plan of presentation

The format of the following group of exhibits is similar to that of the exhibits used previously in this study. The five chains could have been given a rating of from 1 to 5 to reflect both the direction and intensity of

feeling about each stated characteristic. The extremes of each line indicate the range of values by which the store was rated in regard to the given characteristic. The broken line represents attitudes relative to Publix; the smooth line represents attitudes relative to Winn-Dixie.¹ The slash on the Publix line shows the weighted average of responses for that statement, and the same is true for the circle on the line representing Winn-Dixie. These exhibits serve to relate responses in terms of four areas: "location and parking facilities," "store personality," "post-transaction satisfaction," and "store sales efforts." Within each of the major group headings there are three exhibits.

Responses relating to each of the major topics were tabulated separately for the whole sample of respondents, for those who reported that they did not shop at Publix, and for those who shopped at Publix only, and are the data for each graph as shown in the exhibits accompanying this chapter.² Following the analysis of the twelve charts, three tables elaborate additional information. Some respondents had never visited the Publix store. These respondents were

¹The reader is reminded that only Winn-Dixie and Publix were given adequate recognition by respondents to warrant conclusions.

²Replies of respondents who had shopped at both Publix and Winn-Dixie were considered. Two-thirds of all respondents said that they had shopped at both stores. Therefore, their replies are not presented as they would closely parallel the ratings given by the total group.

Exhibit 16.-Gainesville household survey: all shoppers' attitudes toward Publix and Winn-Dixie location and parking facilities.

Characteristic

Range of values used to rate each store on each characteristic and weighted mean

Convenience of location (distance and/or time)



Adequacy of parking facilities



	Range	Mean
Publix	- - -	1
Winn-Dixie	_____	0



Exhibit 17.-Gainesville household survey: non-Publix shoppers' attitudes toward Publix and Winn-Dixie location and parking facilities.

Characteristic

Range of values used to rate each store on each characteristic and weighted mean

Convenience of location
(distance and/or time)



Adequacy of parking facilities



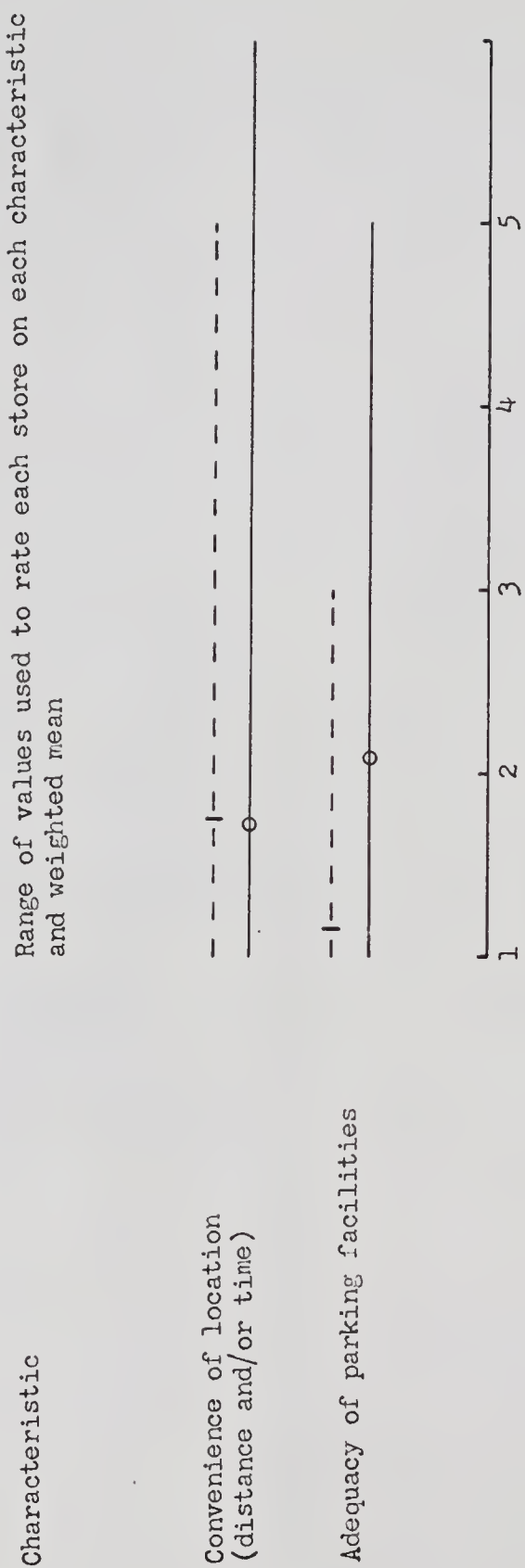
Range	Mean
100-150	125
150-200	175
200-250	225
250-300	275
300-350	325
350-400	375
400-450	425
450-500	475
500-550	525
550-600	575
600-650	625
650-700	675
700-750	725
750-800	775
800-850	825
850-900	875
900-950	925
950-1000	975

Publix
- - - - -

Winn-Dixie 0



Exhibit 18.-Gainesville household survey: Publix shoppers' attitudes toward Publix and Winn-Dixie location and parking facilities.



	Range	Mean
Publix	- - -	1
Winn-Dixie		0

asked to specify reasons for their not having shopped at Publix. The reasons cited by these respondents are presented in Table 15. Interviewees were also asked if they thought certain supermarket chains appealed to specific income groups. Their reactions are recorded in Table 16. Composition of the sample is shown in Table 17.

Response Analysis

Location and parking

Different attitudes of the three groups of respondents are illustrated in Exhibits 16, 17, and 18. The mean rating of Publix shoppers (Exhibit 18) of the "location and parking facilities" of Winn-Dixie was slightly lower than that of all shoppers (Exhibit 16) but the range of values was identical.¹ However, as perhaps one would expect, Publix shoppers gave Publix a more positive rating than did the all shopper group.

Seventeen percent of the total population which was sampled rated Publix 1 on the characteristic "convenience of location" and 51 per cent rated Winn-Dixie 1. Based on these percentage ratings, it can be stated with 95 per cent confidence that of all shoppers in the population sampled, between 11 per cent and 23 per cent would rate Publix 1 on the trait "convenience of location," and between 43 per cent

¹As a reading aid, the group being referred to in the text is underlined: Publix shoppers, all shoppers, non-Publix shoppers.

and 59 per cent would rate Winn-Dixie 1 on this characteristic.² This calculation shows that rating differences of the all shopper group are not due exclusively to chance.

Non-Publix shoppers' attitudes as measured by mean ratings in Exhibit 17 show greater differences in comparison to the mean ratings of the other two groups. Publix received a lower negative rating than did Winn-Dixie as seen by the weighted mean. Publix was rated over the entire range on "parking facilities" and "location," but Winn-Dixie received a score of 3 as its most negative rating. It is appropriate to recognize here, however, that there are three Winn-Dixie stores located in Gainesville and one Publix store.

Store personality

Averages of all shoppers' responses toward particular factors of "store personality" of the two chains show Publix being given ratings equal to or higher than those for Winn-Dixie for each element (Exhibit 19). However, when considering the range of ratings there appears little difference in respondents' attitudes concerning Publix and Winn-Dixie. The difference in the mean ratings of the all shopper group are significant. For example, 47 per cent of the population which was sampled rated Publix 1 on "merchandise display"

²Statistical computation to support this contention is presented in the Appendix.

and 17 per cent rated Winn-Dixie 1. It can be stated with 95 per cent confidence that of all shoppers in the population sampled, between 39 per cent and 55 per cent would rate Publix 1 on "merchandise display." Confidence intervals for Winn-Dixie on this same trait are 11 per cent and 23 per cent.³ Publix shoppers rated the overall Publix "store personality" very strong with the lowest weighted mean rating being 1-1/4 (Exhibit 21); however, this group of respondents rated Winn-Dixie favorably also.

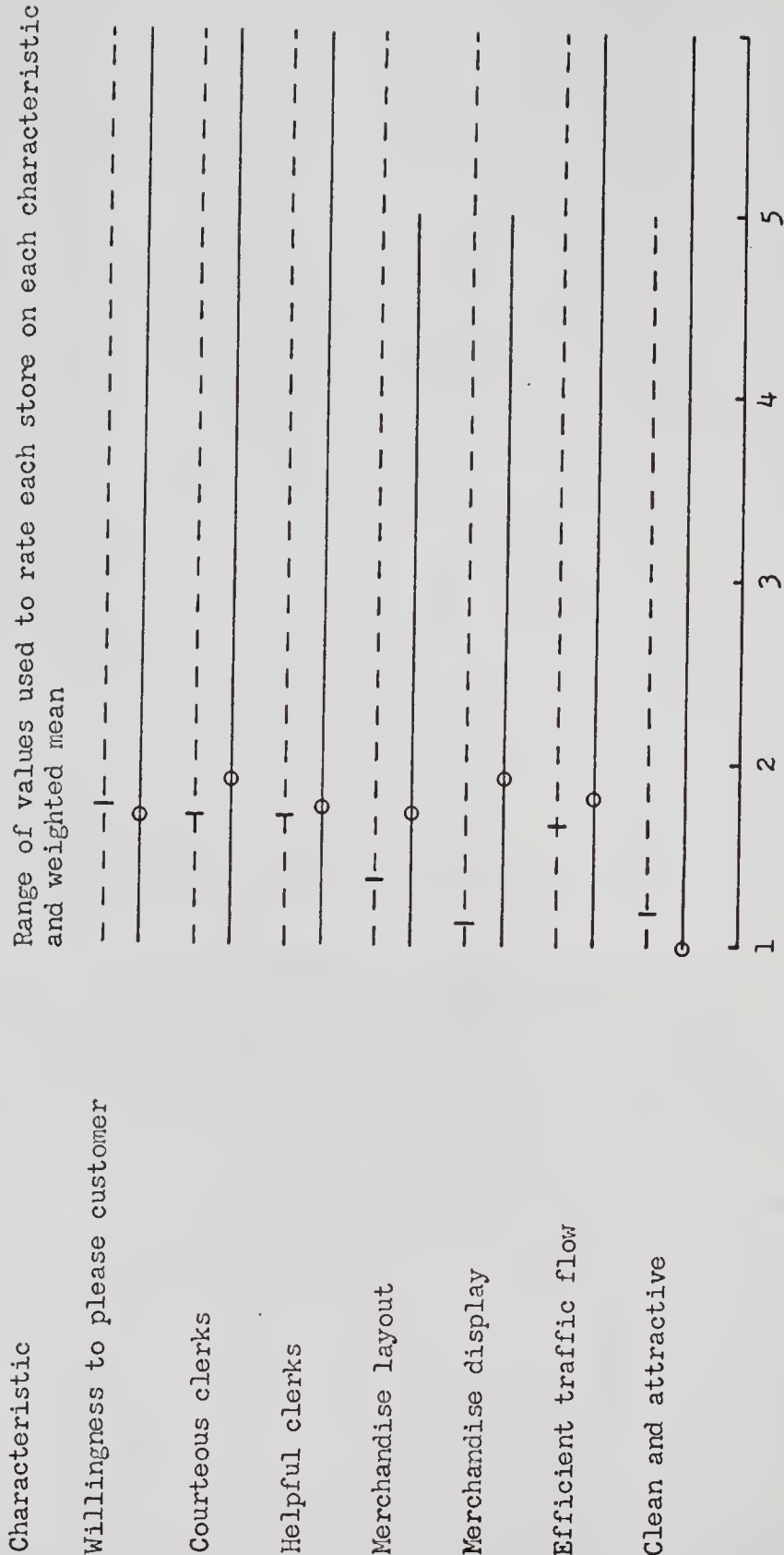
Non-Publix shoppers rated Publix recognizably more negatively than did Publix shoppers. However, the non-Publix shoppers ranked Publix more positively than Winn-Dixie on four of the seven topics of "store personality." (Exhibit 20) Replies of non-Publix shoppers to the features based on employee attitude show Publix ranked substantially more positively than Winn-Dixie. Responses of the non-Publix shoppers toward "traffic flow" and "merchandise layout" are almost equal for the two chains (Exhibit 20).

Store sales efforts

All shoppers indicated attitudes that vary considerably concerning "store sales efforts" (Exhibit 22). The averages show that overall, Winn-Dixie had ratings higher than those of Publix for "money-saving specials," "premiums offered,"

³Ibid.

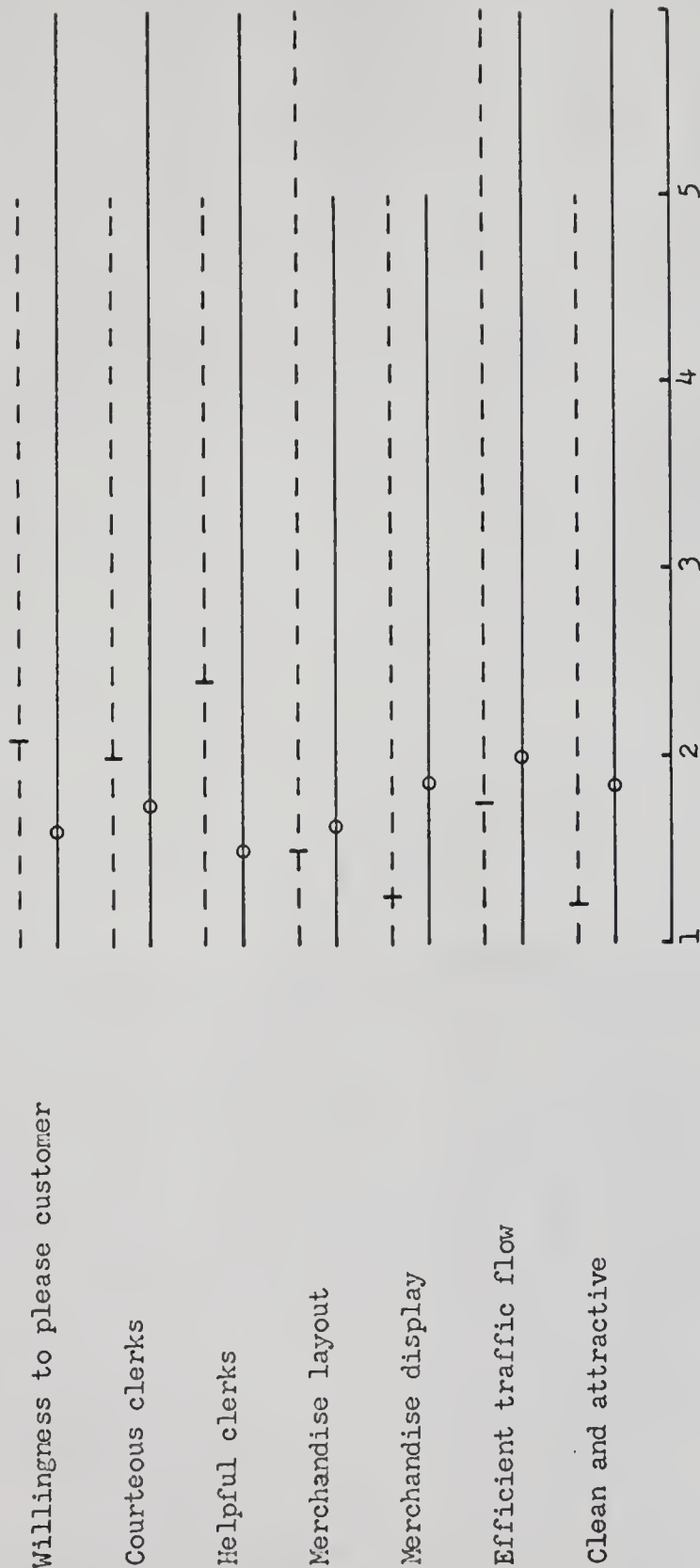
Exhibit 19.-Gainesville household survey: all shoppers' attitudes toward Publix and Winn-Dixie store personality.



	Range	Mean
Publix	1 - 4	2.5
Winn-Dixie	1 - 4	2.5

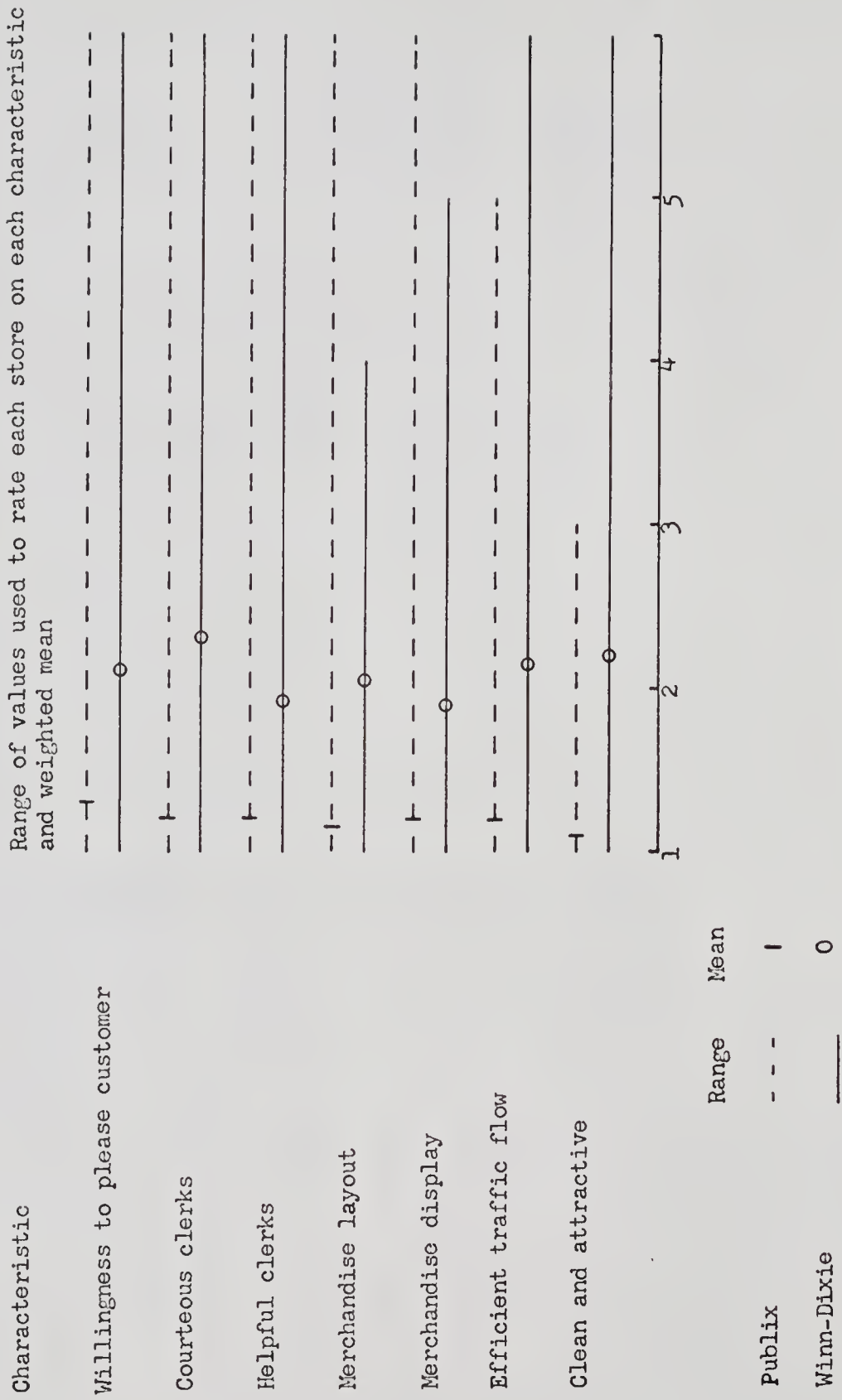
Exhibit 20.-Gainesville household survey: non-Publix shoppers' attitudes toward Publix and Winn-Dixie store personality.

Characteristic
Range of values used to rate each store on each characteristic
and weighted mean



	Range	Mean
Publix	- - -	1
Winn-Dixie	_____	0

Exhibit 21.-Gainesville household survey: Publix shoppers' attitudes toward Publix and Winn-Dixie store personality.



"truthfulness of advertising" and "willingness to make adjustments." Also, Publix received a wider range of rankings, being ranked in each of the five positions on seven of these topics. In contrast, respondents gave Winn-Dixie ratings of 1 through 5 on only four of the qualities.

Publix shoppers rated Publix higher than Winn-Dixie in regard to "new product availability" (Exhibit 24). Both chains received about equal scores by Publix respondents for "money-saving specials" and "premiums offered," but their responses show preference for Publix on "willingness to make adjustments."

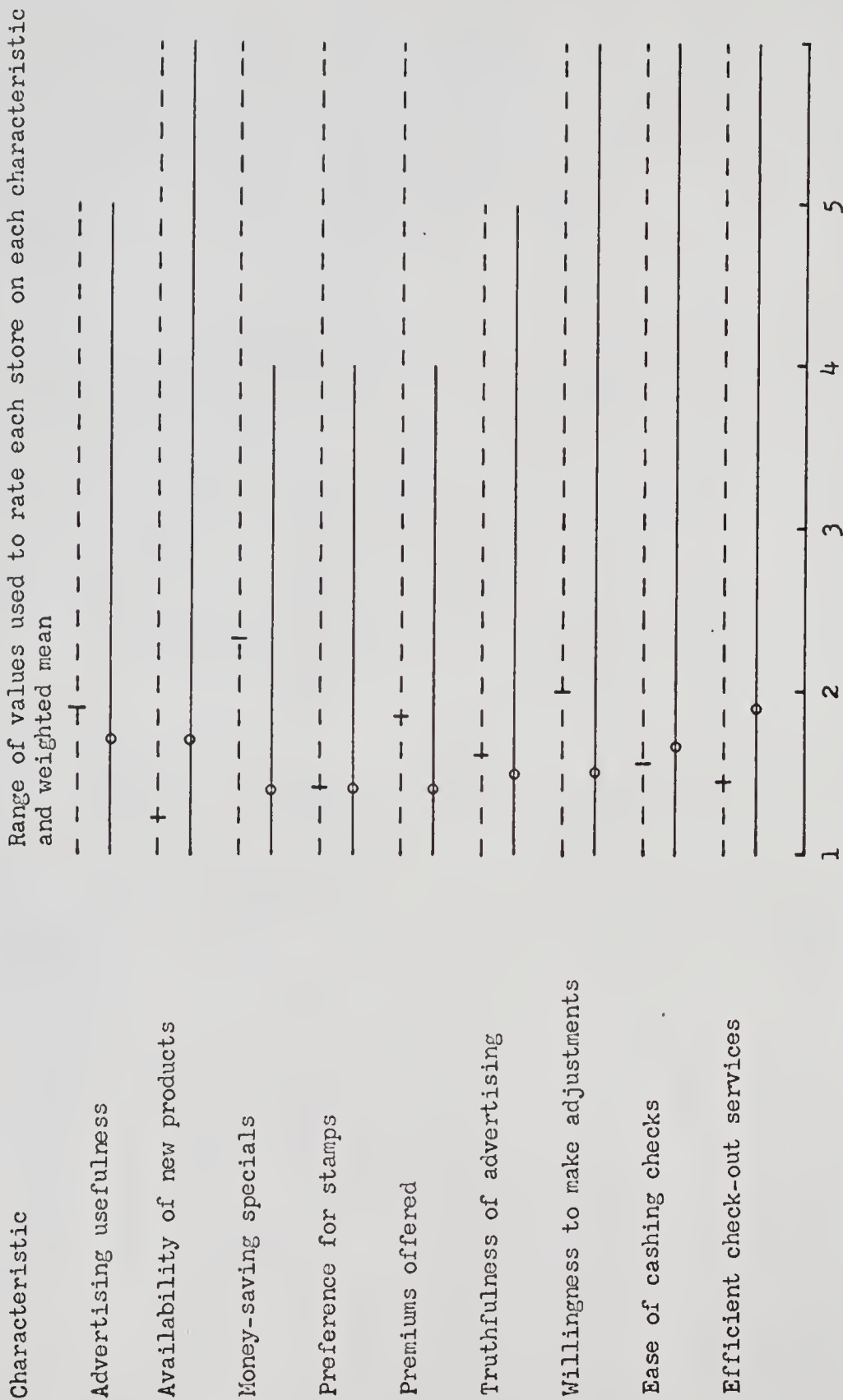
Non-Publix shoppers as a group ranked Publix second to Winn-Dixie on almost every characteristic in Exhibit 23. This group gave Publix ratings of 1 through 5 on every store sales effort topic except "truthfulness of advertising." The weighted average response of non-Publix shoppers favors Winn-Dixie over Publix on seven of the nine attributes. (Exhibit 23).

Post-transaction satisfaction

Attitudes pertaining to post-transaction satisfaction are measured in Exhibits 25, 26, and 27. Primarily, these charts reflect consumer opinions on variety, quality, and the "best buy" in specific products.

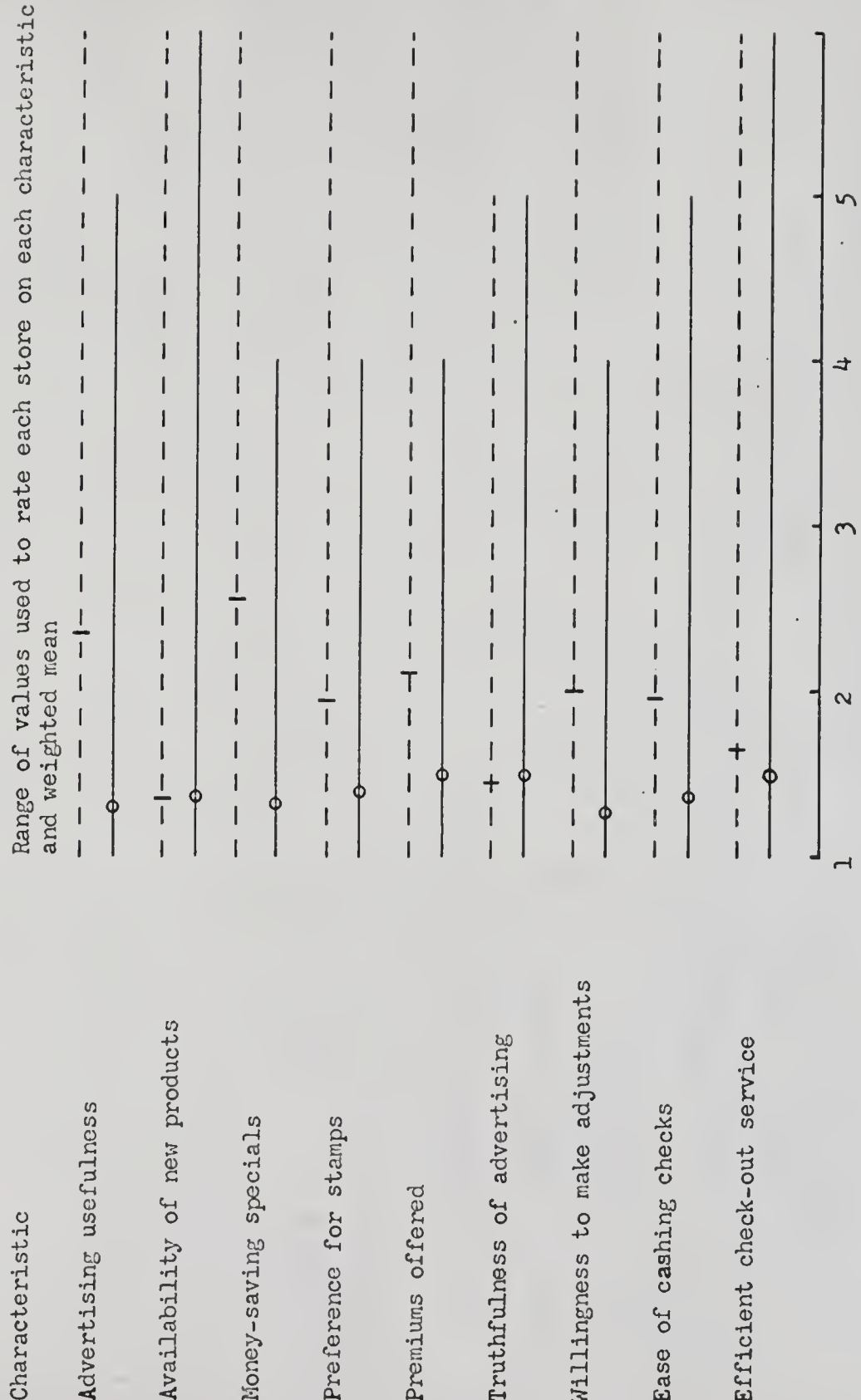
Exhibits 25 and 26 are similar on the weighted averages except on "quality of produce," "best buy in meats," and "best buy in produce."

Exhibit 22.-Gainesville household survey: all shoppers' attitudes toward Publix and Winn-Dixie store sales efforts.



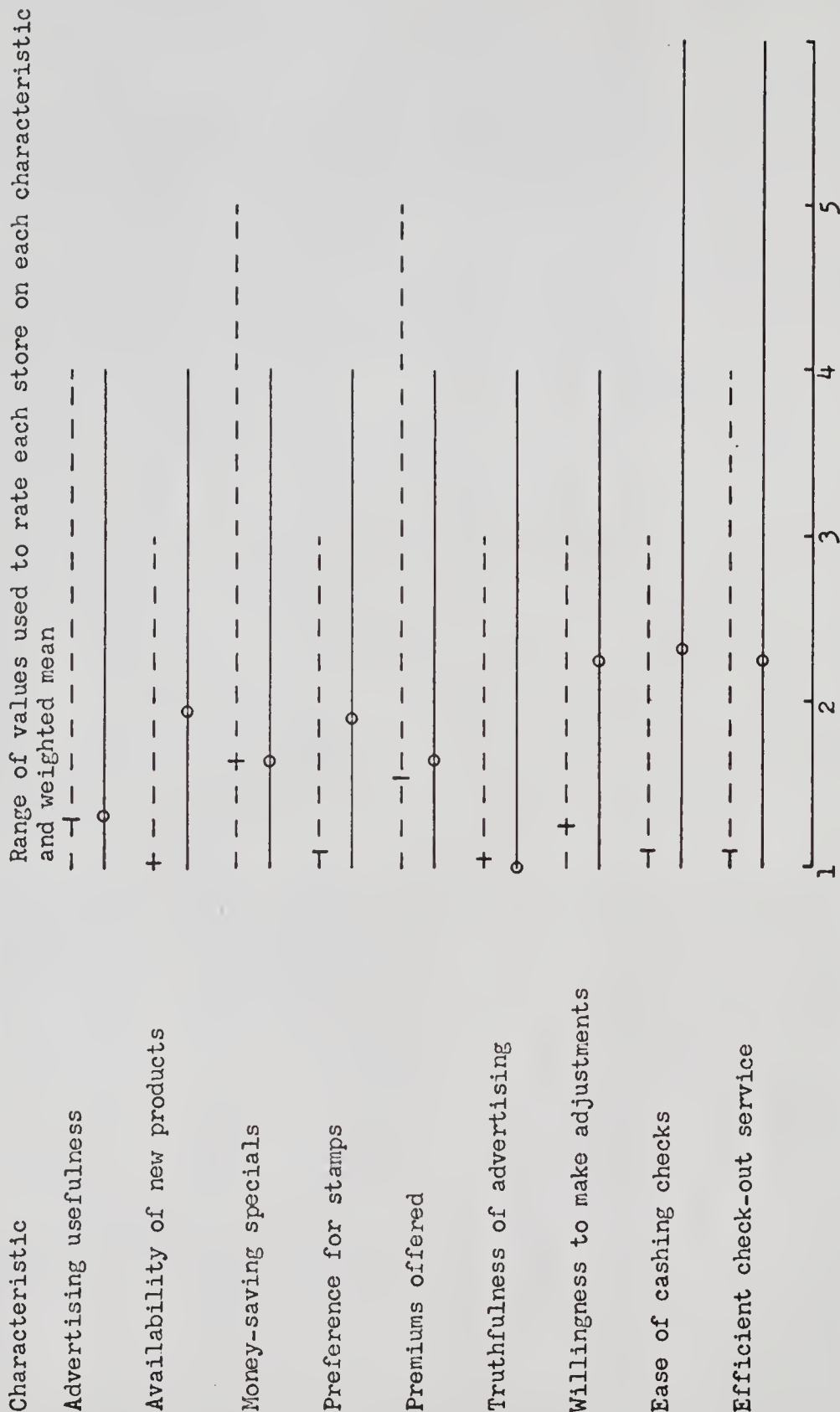
	Range	Mean
Publix	- - -	1
Winn-Dixie	_____	0

Exhibit 23.-Gainesville household survey: non-Publix shoppers' attitudes toward Publix and Winn-Dixie sales efforts.



	Range	Mean
Publix	- - -	1
Winn-Dixie	_____	0

Exhibit 24.-Gainesville household survey: Publix shoppers" attitudes toward Publix and Winn-Dixie store sales efforts.



	Range	Mean
Publix	- - -	1
Winn-Dixie	_____	0

Exhibit 26.-Gainesville household survey: non-Publix shoppers" attitudes toward Publix and Winn-Dixie past transaction satisfaction.

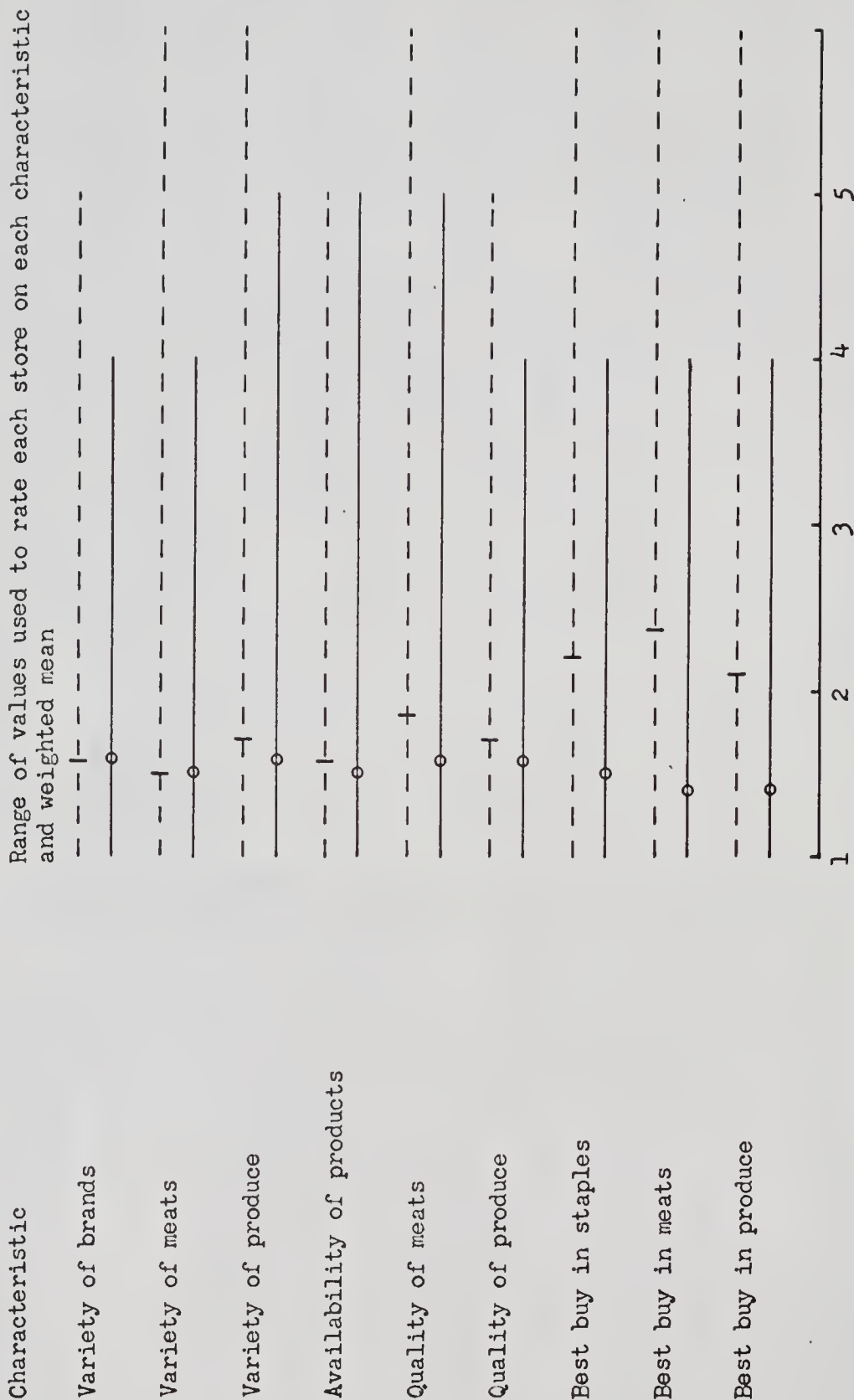
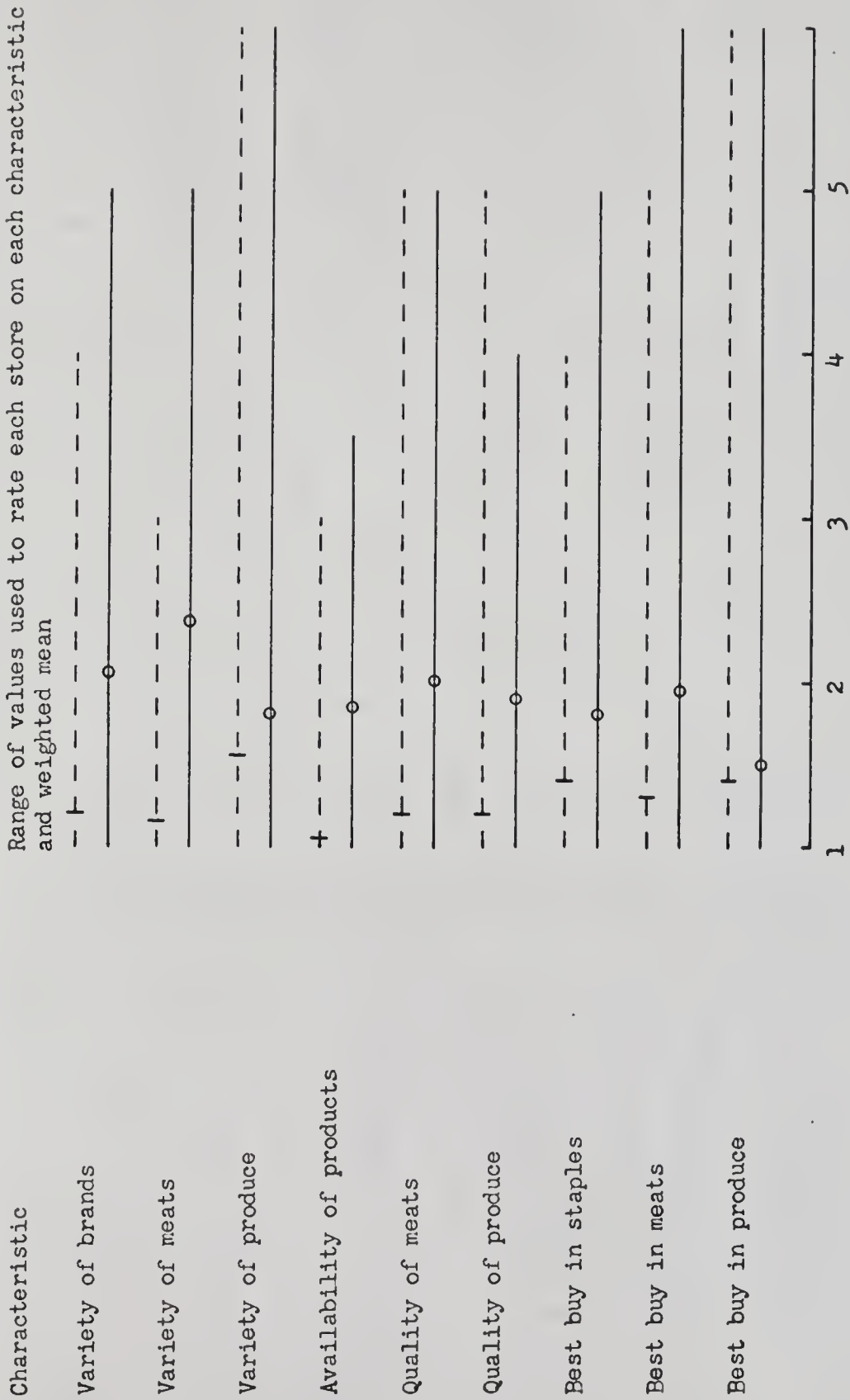


Exhibit 27.-Gainesville household survey: Publix shoppers" attitudes toward Publix and Winn-Dixie past-transaction satisfaction.



	Range	Mean
Publix	- - -	1
Winn-Dixie	_____	0

"Best buy in meat" ratings were selected by the writer to further demonstrate significance of the all shopper group ratings. Forty-four percent of the sampled population rated Publix 1 on this trait, and 38 per cent rated Winn-Dixie 1. It can be stated with 95 per cent confidence that of all shoppers in the population sampled, between 17 per cent and 31 per cent would rate Publix 1 on the characteristic "best buy in meats," and between 30 per cent and 46 per cent would rate Winn-Dixie 1 on this same characteristic.⁴

The weighted average rating of all shoppers was higher for Publix than for Winn-Dixie in "quality of produce" and "best buy in produce"; Winn-Dixie was favored on "best buy in meats (Exhibit 25). Non-Publix shoppers rated Winn-Dixie and Publix almost equal on produce quality but they rated Publix much lower than Winn-Dixie on "best buy in meats and produce" (Exhibit 26).

Exhibit 27 indicates that Publix shoppers as a group are strongly biased toward Publix. They rated Publix very positively on eight of the nine statements and higher than Winn-Dixie on all the topics.

Income group appeal

The responses of the all shoppers group to individual supermarket's appeal to particular income groups are shown

⁴Ibid.

in Table 15. Forty-seven percent of the total 172 respondents said that Publix appealed to a higher income group, and 43 per cent had no opinion about Publix income group appeal. Of the respondents who voiced an opinion concerning the income group appeal of Winn-Dixie, most classified Winn-Dixie as appealing to medium and low income groups. A limited number of the total respondents stated that Winn-Dixie appealed to a high income group.

Reasons cited for never having shopped at Publix

If the respondent, in answer to the question "Which supermarkets have you shopped at in Gainesville?" indicated that he had never shopped at Publix, he was later asked if he had any specific reason for not having shopped there. Table 16 shows that "location" and "price" were the major reasons given. It should be pointed out that the respondents citing price said that they had "heard" that the store was high-priced. Many respondents gave no explicit reason.

Conclusion

Are there several distinct images of a corporation? If so, can the dimensions of the various images held by different groups of consumers be clearly identified and measured? The Publix shopper respondents favored Publix over Winn-Dixie in response to 24 of the 27 statements. Responses of the entire group caused each chain to be ranked

TABLE 15

GAINESVILLE HOUSEHOLD SURVEY: ALL RESPONDENTS' IMPRESSIONS
OF SUPERMARKETS' APPEAL TO A PARTICULAR INCOME GROUP

Supermarket	Income Group									
	High		Medium		Low		No Opinion		Total	
	No.	%	No.	%	No.	%	No.	%	No.	% ^a
A&P	3	1	21	12	26	15	123	70	172	100
Food Fair	2	1	24	13	38	22	108	62	172	100
Publix	82	47	12	6	3	1	75	43	172	100
Thriftway	1	0	14	8	18	10	139	80	172	100
Winn-Dixie	9	5	51	29	23	13	89	51	172	100

^aPercentages in the various categories may not add up to 100 due to rounding.

TABLE 16

GAINESVILLE HOUSEHOLD SURVEY: RESPONDENTS WHO SAID THEY HAD NEVER SHOPPED AT PUBLIX CLASSIFIED BY REASONS GIVEN FOR NOT SHOPPING THERE

	Number and Percentage of Responses ¹	
	No.	%
Reason stated:		
Location	16	32
Price	10	20
Publix attitude	2	4
Automobile congestion	1	2
Pork meat variety	1	2
Discrimination in hiring	1	2
No explicit reason	19	38
Total ²	50 ²	100

¹Total number of respondents: 40.

²Total exceeds 40 due to citing more than one reason.

TABLE 17

ALL RESPONDENTS CLASSIFIED BY PERSONAL CHARACTERISTICS AND
BY NUMBER OF PERSONS RESIDING IN THE HOUSEHOLD

Classification	Number and Percentage of Respondents	
	No.	%
Age		
18 through 25	38	22
26 through 45	73	43
46 through 65	36	21
66 and over	14	8
unclassified	11	6
Sex		
female	138	80
male	30	18
unclassified	4	2
Race		
white	150	88
non-white	19	12
unclassified	3	1
Number of persons residing in the house- hold:		
Total number		
1 through 4	129	74
5 through 7	35	20
8 and over	5	2
unclassified	3	3
Number in household under 18		
none	51	29
1 or 2	64	37
3 through 5	27	15
6 and over	3	1
unclassified	27	15 ^a

^aMay not total 100 due to rounding.

more equally, Publix being ranked highest on 16 statements, Winn-Dixie on 11. Eliminating the Publix shopper interviewees and analyzing replies of the non-Publix group only, one sees that Winn-Dixie was favored on 20 of the 27 statements.

The results of this study of a cross-section of the Gainesville household residents indicate that different groups do have distinctly different images of the same phenomenon -- a conclusion which has been reached by other researchers (7, p. 264). Consideration of the differences between the mean ratings for Publix and Winn-Dixie within each of the sub-groups indicates that responding groups are aware of dimension factors, that the groups have attitudes toward the elements of the store image, and that the elements can be defined and measured.

In theory, business firms do not attempt to sell identical products to all consumer groups. The overall "marketing strategy" and in particular, the "marketing mix," are designed to reach given and well-defined groups of consumers. Unique combinations of product, location, price and promotional activities allow stores or corporations to reach and to satisfy distinct consumer groups.

Any one of the elements of the "mix" may be a limiting factor. Results of this study indicate that place or location may be particularly so in this case. To the extent

that grocery items are convenience goods, perhaps image building efforts are weakened by the location of specific stores. The efforts of image building may also be hampered in that routine and habit apparently provide the guidance for much human activity, and patronage groups, as long as they can rationally justify their actions, may continue to patronize given stores even in the face of these efforts.

Only the Publix shopper group rated Publix higher than they did Winn-Dixie for "best buy" in staples, meats and produce (Exhibits 25,26,27). The same was true for "quality" of meats and produce. The question arises then, is the quality of the Publix merchandise actually higher than that of Winn-Dixie? If it is, the discrepancy might be attributed to a lack of consumer awareness. Assuming that Publix does offer higher quality goods and that consumers are aware of that, then it is plausible to believe that many of the respondents prefer "lower quality" food.

Group cohesiveness and group association may also affect patronage motives. Of the 97 respondents who rated the chains for their appeal to a "particular income group," 82 said Publix appealed to a "high" income group (Table 15). Fifty-one said that Winn-Dixie appealed to consumers in the "medium" income bracket, and 23 replied that Winn-Dixie attracted a "low" income clientele.

Numerous variables are present in any study involving human motives and emotions. However, data presented in Chapter X support the proposition that study of the corporate image is feasible, and that such investigations must be approached objectively and scientifically if findings are to be meaningful. The hypothesis of this investigation is also supported by the data to the degree that, at least in part, the general consuming public is aware of and in agreement with the image dimensions that are projected by the Publix Company.

CHAPTER XI

SUMMARY AND CONCLUSIONS

Summary: Basic Concepts

Introduction

The American economy is characterized by corporations. The growth and development of the corporation as a major form of business structure has resulted in making professional management and absentee ownership common elements of the American business society. Due to the larger size of businesses correlated with professional management and absentee ownership, the relationship between corporate managers and customers has tended to become impersonal. This tendency can be detrimental to a company, but it can be controlled.

By taking positive action managers can effectively create consumer awareness of the "personality" of the firm. First, however, they must determine and define those elements and activities of the company which the consumer perceives and out of which he consciously or sub-consciously conceives his impression of the corporate personality.

The ultimate objectives of this dissertation are to clarify some of the concepts that have been put forward

relating to the corporate personality or image, and to create a basic framework for further study and evaluation of individual corporate or store images. To these ends, library research is supplemented by a case study of the self-concept and image of an actual corporation, Publix Super Markets, Inc. It has been discovered that the Publix Company does have a "personality," that the managers of the organization have a concept of it and are actively engaged in projecting the dimensions of that image. The purpose, then, is to find out if managers in the Publix stores, if Publix employees and Publix customers, and if general supermarket shoppers are aware of that image.

A thorough investigation of one active attempt to create a company image should provide insight into the development of the images of other corporations. Original research directed at Publix managers and employees and at Publix and non-Publix customers provides the necessary original data; existing material provides the secondary sources of data.

Contemporary management

It might be helpful to briefly trace the emergence of modern management as it has come to exist in the American economy. The development after World War I of modern large-scale production methods brought into being the first indications of the type of management that can be designated as

professional. This development was slowed down by the depression of the 1930's but the second World War thrust the necessity of progressive professional management onto the American business society. Productive capacity rapidly expanded and increasing consumer wealth brought about the setting for an economy characterized by research and innovation.

The professional managers of competing companies have discovered the meaning of the "marketing concept." This approach to business management keeps all activities focused on specific company objectives in terms of profit, sales volume and market position targets. Customer and social orientation, innovation and efficient resource utilization parallel the implementation of the practice of the "marketing concept" and accepting these responsibilities requires the achievement of immediate goals while simultaneously assuring the future of the company. Society is the ultimate beneficiary of these activities, for achievement of the goals will push the technological revolution ahead and bring more and better economic goods to the American people.

The new breed of corporate managers are being trained in many disciplines; consequently, they are interested in a broader perspective of the business-customer relationship. One such discipline is the behavioral sciences which take into account attitudes of the consumer other than the purely

economic. One of the phenomena which is commanding increased attention and research is the concept of the corporate image. However, these managers have had to overcome and ward off much traditional thinking in order to grasp the broader perspective.

Concepts pertaining to imagery

✓ The process of human imagery is fundamentally one of communication. This seemingly innocent statement is grossly superficial, however, for the components necessary to the conception of an image are multiple and complex. Brain activities in the form of cognitive constituents: perceiving, recognizing, conceiving, judging and reasoning must be considered. An individual's "value system" ultimately determines how a message will be interpreted. The interpretation of one's self, his personality, his position and status among his peers, his economic and sociological heritage or standing, and his desire for self-expression must all, individually and collectively, be recognized as bearing heavily on the image of a firm that is possessed by an individual.

In addition to having an image of institutions as a result of these factors, the individual also has an image of other individuals. Individuals, groups and institutions, or organizations constitute the community, and communication between the various entities is frequently distorted and

hence misunderstood or it can "come through" clearly and be misinterpreted or both. In an attempt to avoid misunderstanding and misinterpretation, the corporate managers attempt to create company images. In this dissertation the image is analyzed and evaluated as being a fundamental concept involved in this communication process. {The ability to consciously form and modify images is unique to man. The human is the only form of life that can rationalize, and he is able to do so as a result of cognitive brain functions, memory, and messages, both external and internal. Organizations, are in fact perceived by people as being "alive," as possessing the ability to "do" things, as being capable of "offering" services. } Therefore, the corporate image is a mental percept held by people of that company and the elements of the perception are semblances of these which some person holds of the personality of other people. In addition to perceiving the "personality" of companies and other individuals, consumers also perceive their own personalities. Individuals seem to be attracted to those stores which project "personality" traits similar to those that constitute the person's perception of himself just as they are attracted to other persons with similar traits and interests. Buying behavior is affected by the image, and when the results of one's buying behavior are in conflict with his expectations, different economic behavior patterns

are likely to be pursued. It is of vital importance that managers sense these disappointments and changes, and seek out feedback to evaluate the problem. } Research described in Chapter III has sought to demonstrate that the "personality" of a firm or corporation is a reflection of the influential center-group which is commonly known as the central management of the company. This reflection can result from conscious effort or from no effort to "create" an image.

{ If the commercial organization is considered to be a reflection of the group which directs it, success of the organization can be directly related to the group's ability to encounter and interpret informational feedback. False perceptions of the information through misinterpretation of the feedback may lead the firm to ineffective decisions, therefore bringing about financial deterioration. Ultimately total destruction of the firm may occur as a result of the misuse of feedback. }

Motivation research as a method of securing feedback is commanding more attention and scientific interest as competition in America becomes increasingly dynamic. The profit-oriented concern needs to recognize that imagery is an important element in the communication process; indeed, that the consumer images dictate customer behavior.

Summary: Publix philosophy and self-concept

Mr. George Jenkins has stated that the objective of Publix supermarkets toward consumers is satisfaction through honesty and fair treatment. The firm's stated objectives toward employees are opportunity, security, fair wages, autonomous management and profit sharing. The Publix management believes its people to be the company's most valuable asset. Individual employees are said to be recognized for their accomplishments and the usual hierarchial status structure is de-emphasized.

Complete satisfaction and trust are the benefits the company tries to impart to customers. Management of the company has clearly defined what it wants the company image to be to its customers and the dimensions of that image are being projected toward the public. As one example, a series of twelve advertisements is being utilized to project the image of Publix food stores as clean, spacious and comfortable. The series advertises honest and trustworthy management and that only the best quality merchandise can be purchased there. In view of the imperfections of the communicative process referred to above the author undertook research to try and ascertain the effectiveness of these efforts of the Publix management to project its desired image to managers, employees, and consumers.

Summary: field research

The field research included the accomplishment of four distinct surveys: Publix managers at the store level, Publix store employees, Publix customers and supermarket shoppers in general. Data from these surveys allow an evaluation of the success of communication between the Publix management and the various groups questioned. The semantic differential questioning method was used in the manager and employee mail surveys. Publix customers were interviewed personally and were asked to agree or disagree with selected statements. Finally, a survey of general supermarket customers was made in Gainesville, Florida. It, too, utilized personal interviews but the respondent was asked to rank supermarkets located in Gainesville with which he was familiar in order of preference and in response to selected, stated characteristics.

Conclusions

This dissertation was begun under a hypothesis which required some assumptions be made in order for the study to proceed. The hypothesis, however, has been shown to be true. Consumer imagery does in fact exist and it can be studied. The findings of the research indicate both theoretical and practical implications, and contain observable economically significant inferences.

Publix self-image

The management of the Publix Corporation does have a concept of the Publix image and is actively engaged in projecting the dimensions of the conceived "personality" toward the general consuming public. Attempts to transmit the elements of the image take two forms: 1) advertising, utilizing the media of newspapers and television primarily; and 2) communication through employee contact and shopping experience. The self-concept, and consequently, advertising and training efforts of the Publix Corporation are based fundamentally on a basic theme: that grocery shopping need not be a chore and that actually, it can be a pleasure. Elements considered necessary by the Publix executives to the successful communication of grocery shopping pleasure are clean, spacious, well-lighted, comfortable facilities in which to shop; top quality national brands of merchandise at fair prices; friendly, helpful personnel; trustworthy, honest management, and complete guarantee of satisfaction with every purchase. These factors are the subjects of the Publix image building efforts.

Survey implications

Replies of store-level managers indicate that this group is aware of the conceived image dimensions and that they agree that the stated characteristics are actually true in practice. Results of the store employee research also

indicate that the questioned employees are cognizant of the expressed dimensions, but their ratings of some of these dimensions are not as strongly positive as are those of the store and meat department manager group. The employee group tended to indicate a more negative attitude toward supervisory activities than the Publix executives thought that attitude to be. Publix customer responses demonstrate that they, too, are aware of the asserted image dimensions. Although the interviewed customers were asked to agree or to disagree with selected statements which were constructed to elicit attitudes concerning the image elements, the overall group replies imply that Publix customers are less positive in their attitudes toward the image factors than are either the management or employee groups. However, the Publix customer group was not asked about management methods; therefore the lower ratings applied to factors which directly affected them such as prices or service. The elements differed with each group surveyed, and this lack of similarity of elements discourages general comparisons of group responses.

It appears that the tendency is present for the image factors to become less distinct and less clear the farther the image perceiver is from the point of origin of the message. Perhaps this indicates that distortion of messages occurs in direct relation to the "distance" of the receiver

from the source of the message. An example of this tendency can be seen in the ratings of Mr. Hollis as compared to those of managers, employees, and customers.

A conclusion can be drawn from the survey of household respondents in Gainesville, Florida, that the interviewees were able to consciously rate Publix and Winn-Dixie on the basis of selected image factors. One cannot conclude that the respondents were capable of rating these chains on the basis of efforts by the companies to create a definite public image.

It is of importance that the respondents were able to evaluate the stated factors of the Publix image.

This writer is not aware of any effort on the part of the Publix management to isolate by buying behavior patterns or by personal characteristics and concentrate its sales efforts on any particular segment of the grocery buying public. Whether or not a "target market" has been segmented and the Publix advertising messages are being directed at that segment is questionable. If the Publix Company management has not defined its market segment and if other supermarket companies have not defined their market segments, then the question can be raised as to whether all supermarket chains advertise essentially the same things. Do not all supermarket companies claim quality products, attractive stores, fair prices, and trustworthy management?

Additional research is necessary to determine whether supermarkets other than Publix have undertaken to define the dimensions of their desired images, and have pursued an image-building advertising campaign to inform the consuming public of their conceived image.

Perhaps the efforts of the Publix management to communicate the stated "personality" factors are put forth only when necessitated by competition. It is obvious to one who has visited the selected stores that all of the stores are not "clean," "spacious," "bright," and "comfortable." This observation is supported by the responses of the interviewees who were contacted at the low-volume stores.

It may be possible that the Publix management has neglected some important factors of a favorable Publix image. For example, it is possible that "convenience" has been neglected in building the Publix image. An analysis of the Gainesville study gives some indication of this. The mean of respondents' ratings of "convenience of location" of Publix and Winn-Dixie stores in Gainesville shows that Winn-Dixie stores were judged to be more conveniently located than was the Publix store by each of the groups. The Publix shopper group rated Winn-Dixie only slightly above Publix on this element but the non-Publix group and the total group rated Winn-Dixie substantially above Publix. If the presumptions are made that grocery items are still convenience

goods to most shoppers and that the element of convenience to the shopper might overshadow all other image creating efforts, then Publix was unwise to neglect this factor in building their image. However, it must be noted that the Publix shopper group of respondents goes to Publix to purchase groceries despite the Winn-Dixie advantage in convenience of location. This is not an indication that the "loyal Publix" group would not be larger if "convenience" had been incorporated in the Publix image.

Perhaps it is true that the Publix Company executives have attempted to overcome inconvenient location by creating a "specialty" store image. It is probable that appealing to a high income segment would result in the development of status appeal. However, in order to substantiate such a hypothesis the research design of the Gainesville household survey would need to be extended to include other communities which are served by Publix and other supermarket chains.

The Publix shopper group rated the Publix parking adequacy well above that of Winn-Dixie. Non-Publix shoppers rated Winn-Dixie essentially an identical degree above Publix on the same characteristic. The tendency to give something a favorable rating as a result of positive association apparently is always present in one's attitudes. In making value judgments, the image a customer has of a store affects her judgment of even physical aspects such as parking adequacy.

It appears plausible on the basis of the Gainesville household responses to conclude that those people who patronize given supermarket chains have definite preferences for the "total product" which is offered by the management of that particular company. The mean ratings of the total group responses of the Gainesville interviewees show that the rating of the two chains differed significantly in respect to produce quality, "best buy in staples," new product availability, "money-saving specials," "premiums offered," attitude toward adjustments, check-out efficiency, "merchandise layout" and "merchandise display." The data indicate perhaps if the market segments were, for some reason, lumped into a "general public," such a general public, even though preferring one store over another, actually conceives of effective differences between the stores in only a minority of the total possible differences.

General Conclusions

Income and class influence

The dimension of income group also appears to have a definite affect on where consumers buy. Eighty-five percent of the respondents who said that Publix appealed to a certain income group believed that the Publix appeal was to the "high income" group and 14 per cent replied that the Publix appeal was to the medium income group. Only 10 per cent of

the respondents who voiced an opinion thought Winn-Dixie appealed to a "high income" group. Fifty-four percent said they thought Winn-Dixie appealed to a medium income group and 36 per cent connected Winn-Dixie with the low-income group.

Studies have shown that even though some store managements think that their stores are appealing to "everybody," the stores are patronized by different classes of people. (8, p. 264). Some company managements take positive action toward creating this image but even where this is not done, the tendency appears to be that shoppers gravitate toward stores where they think the shoppers of their own class buy.

Provisions for further study

Insights into the development of "personalities" for other companies are indicated by the findings presented in this dissertation. These penetrations take two forms, one for the researcher who undertakes further study of an image of a firm which is held by consumers and the second for the business manager. The researcher must clearly define his objective before beginning the actual research. Suggestions for further study might be:

1. Similar studies of other food stores to discover if results correspond as to image characteristics and relation to management objectives.

2. A more inclusive investigation of the effect of location in relation to the influence of other image factors.
3. A study of class influence on patronage motives based on a sample of housewives stratified by socio-economic groups to determine if upper-class people patronize Publix to a greater extent than do lower classes.
4. Studies in other types of communities to verify the Gainesville survey results.
5. Investigation of human personality factors and their effect on patronage motives.
6. Evaluation of image building campaigns of other supermarkets to determine their effectiveness: perhaps of real specialty store.
7. Testing of different types of questions or use of projective techniques.

The study of imagery requires one to be flexible but yet to have specific objectives within a broad perspective. There are many variables to be considered but with patience and application of scientific research methods, findings can be valuable. The primary insight provided by this study is that regardless of the many complexities apparent in the study of imagery, it is deserving of further research, both for theoretical and practical application.

Framework for further study

The research design of this study was created to allow an appraisal of the success of an image building advertising campaign of an individual firm. The basic framework of the study has been:

1. To investigate the concept of the firm or what the objectives of the management are and the methods utilized to achieve the objectives.
2. To discover if this concept is commonly held throughout lower employee levels, both manager and employee.
3. To explore the attitudes of customers of this store or company to get an understanding of their attitudes regarding stated imagery factors.
4. To examine the attitudes of a part of the general consuming public toward the factors of management concept of the company.

This plan is useful to the degree that consumer behavior in the market place is a result of rationalization and experiences at the point of purchase and in use of the product. The design can be refined and adapted, in whole or in part, for employment in investigation of attitudes toward image factors held by a specific group about an organization or for study of an image in general.

Should one attempt to make use of these findings for further study of the corporate image, the author would offer

three concise suggestions: first, that the researcher be aware of the meaning of the image as it has been studied here; second, that he be conscious of the synthesis of concepts which pertain to imagery as has been accomplished in this investigation; and third, that he be cognizant of the design of the research which has been undertaken in this study.

Insights for the business manager

Implied insights for the business manager are that he should be aware of the intangible influences present that affect consumer shopping conduct. Psychological and sociological influences are inferred to be of particular importance. The theory of "marketing strategy" deserves attention by business executives as does the understanding and practice of the entire marketing concept. The management of the Publix Company divulged that the only objective of the Corporation was "to do better than last year." With this objective as a guide, the Company proceeds to pour over \$8,000,000 annually into advertising and promotional activities. It is certainly not incomprehensible on the basis of this study to believe that much of that expenditure may be wasted. Maybe the Company executives will continue to operate on the basis of general and vague objectives; however, by making use of the marketing strategy and the marketing concept in its entirety this Corporation should possibly enhance the degree of success in its image building efforts.

Promotional and selling activities have long attempted to make the consumer aware of the benefits that result from shopping at particular stores. However, a common fallacy apparent in much selling activity is that the buyer will not want what appear to be consumer benefits to the seller. It is of utmost importance to validly interpret consumer wants, but it is also apparently quite easy to misinterpret consumer desires. Perhaps one of the important phenomena which deserves more attention is that consumers gravitate toward the firms or companies that they interpret to have "personalities" which are similar to their own.

APPENDICES

APPENDIX I

Tables

Data used in this dissertation pertaining to the attitudes of Publix customers were gathered by personal interviews at the site of the selected Publix stores. To facilitate presentation and analysis, the results of the customer survey were shown exclusively in terms of partial percentages in Chapter IX. However, to aid this author in gaining clearer insight and understanding to the Publix image, the information was broken down and tabulated on an individual store basis. Numbers and percentages of "agree," "disagree," and "no opinion" responses were calculated; store responses in each volume group were then combined for the data presentation.

Tables 18 through 25 relate the findings of the extra-high volume interviews at the Gainesville store. Holly Hill, Lakeland, Orlando, and Winter Park stores are high volume stores, and their customers' replies are recorded in Tables 26 through 33. Tables 34 through 49 depict the medium and low volume group responses. Finally, eight tables serve to show the combined totals of each group.

TABLE 18

EXTRA HIGH VOLUME STORES' (GAINESVILLE) RESPONDENTS' ATTITUDES TOWARD SELECTED STORE AND MANAGEMENT CHARACTERISTICS

Statement	Number and Percentage of Respondents ¹							
	Agree		Disagree		No Opinion		Total	
	No.	%	No.	%	No.	%	No.	%
This store is:								
a little bit old fashioned	3	3	93	88	10	9	106	100
planned and laid out efficiently	104	98	0	0	2	2	106	100
poorly decorated	4	4	92	87	10	9	106	100
usually very clean	105	99	0	0	1	1	106	100
very successful	103	97	1	1	2	2	106	100
never out of stock	62	58	41	39	3	3	106	100
this Publix store keeps aisles un-congested	100	94	5	5	1	1	106	100
The management of this store is reputable	104	98	0	0	2	2	106	100

¹Based on 106 respondents.

TABLE 19

EXTRA HIGH VOLUME STORES' (GAINESVILLE) RESPONDENTS' ATTITUDES TOWARD OTHER PUBLIX CUSTOMERS

Statement	Number and Percentage of Respondents ¹							
	Agree		Disagree		No Opinion		Total	
	No.	%	No.	%	No.	%	No.	%
Other Publix customers are pleasant	99	93	4	4	3	3	106	100
Other Publix customers are courteous	101	95	2	2	3	3	106	100
Most employed Publix customers are highly skilled workers	48	45	22	21	36	36	106	100

¹Based on 106 respondents.

TABLE 20

EXTRA HIGH VOLUME STORES' (GAINESVILLE) RESPONDENTS' ATTITUDES TOWARD THE PUBLIX EMPLOYEE-CUSTOMER SERVICE RELATIONSHIP

Statement	Number and Percentage of Respondents ¹							
	Agree		Disagree		No Opinion		Total	
	No.	%	No.	%	No.	%	No.	%
Meat department service is sometimes poor	5	2	95	90	6	3	106	100
Check-out girls are never rude	101	95	3	3	2	2	106	100
The bagboys are occasionally discourteous	9	8	95	90	2	2	106	100
You are sometimes unable to get help when you want it	2	11	91	86	3	3	106	100

¹Based on 106 respondents.

TABLE 21

EXTRA HIGH VOLUME STORES' (GAINESVILLE) RESPONDENTS' ATTITUDES TOWARD THE QUALITY AND PRICE OF PUBLIX MERCHANDISE

Statement	Number and Percentage of Respondents ¹							
	Agree		Disagree		No Opinion		Total	
	No.	%	No.	%	No.	%	No.	%
Quality of meat is higher than at other supermarkets	67	63	29	27	10	10	106	100
Quality of produce is higher than at other supermarkets	70	66	33	31	3	3	106	100
Publix offers the best quality available	97	91	7	7	2	2	106	100
Publix offers lower levels of quality if desired	81	76	17	16	8	8	106	100
Your total food bill is probably higher when shopping at Publix (if yes, then asked following)	42	40	60	56	4	4	106	100
The extra quality is worth the extra money	38	90 ²	2	5	2	5	42	100
You would buy less at Publix if they stopped giving green stamps	14	13	83	78	9	9	106	100

¹Based on 106 respondents.

²Based on 42 positive replies in preceding question.

TABLE 22

EXTRA HIGH VOLUME STORES' (GAINESVILLE) RESPONDENTS' LIKES
AND DISLIKES CLASSIFIED ON THE BASIS OF MOST COMMON
RESPONSES

Classification	Number and Percentage of Responses ¹			
	Likes		Dislikes	
	No.	%	No.	%
Products	3	1	7	3
Physical characteristics	2	1	4	2
Service and management attitude	7	3	3	1
Location	14	7	0	0
Shopping stamps and promotion policy	70	33	23	11
Consumer shopping habit	75	35	3	1
Price	27	13	3	1
Everything (nothing)	14	7	169	81
Unclassified	0	0	0	0
Total	212	100	212	100

¹Based on 212 responses.

TABLE 23

EXTRA HIGH VOLUME STORES' (GAINESVILLE) RESPONDENTS'
PERCENTAGE OF TOTAL GROCERY SHOPPING DONE AT PUBLIX

Percentage of Shopping Done at Publix	Number and Percentage of Respondents ¹	
	No.	%
0-29	5	5
30-49	4	4
50-69	16	15
70-89	33	31
90-100	47	44
Unclassified	1	1
Total	106	100

¹Based on 106 respondents.

TABLE 24

EXTRA HIGH VOLUME STORES' (GAINESVILLE) RESPONDENTS CLASSI-
FIED ON THE BASIS OF SELECTED PERSONAL CHARACTERISTICS

Characteristic	Number and Percentage of Respondents ¹	
	No.	%
Sex		
Female	94	89
Male	11	10
Unclassified	1	1
Race		
White	103	97
Non-white	2	2
Unclassified	1	1
Age		
29 and under	34	32
30 through 49	54	51
50 and over	17	16
Unclassified	1	1

¹Based on 106 respondents.

TABLE 25

EXTRA HIGH VOLUME STORES' (GAINESVILLE) RESPONDENTS CLASSIFIED ON THE BASIS OF OCCUPATION

Occupation	Number and Percentage of Respondents ¹	
	No.	%
Professional and Technical	29	27
Farmers and Farm managers	2	2
Managers, officials, and proprietors (excluding farm)	20	19
Clerical workers	2	2
Sales workers	8	8
Craftsmen and foremen	9	8
Operatives	2	2
Private household workers	0	0
Service workers	0	0
Laborers	7	7
Occupations not reported	5	5
Students	12	11
Retired	8	8
Unemployed	0	0
Deceased	2	2
Government	0	0
Disabled	0	0
Total	106	101 ²

¹Based on 106 respondents.²Exceeds 100 per cent due to rounding.

TABLE 26

HIGH VOLUME STORES' (HOLLY HILL, LAKE LAND, ORLANDO, WINTER PARK) RESPONDENTS' ATTITUDES TOWARD SELECTED STORE AND MANAGEMENT CHARACTERISTICS

Statement	Number and Percentage of Respondents ¹							
	Agree		Disagree		No Opinion		Total	
	No.	%	No.	%	No.	%	No.	%
This store is:								
a little bit old fashioned	23	6	378	92	6	2	407	100
planned and laid out efficiently	384	94	21	5	2	1	407	100
poorly decorated	24	6	366	90	17	3	407	100
usually very clean	401	98	2	1	4	1	407	100
very successful	388	95	0	0	19	5	407	100
never out of stock	243	60	153	38	11	2	407	100
this Publix store keeps aisles un-congested	387	95	20	5	0	0	407	100
The management of this store is reputable	401	99	0	0	6	1	407	100

¹Based on 407 respondents.

TABLE 27

HIGH VOLUME STORES' (HOLLY HILL, LAKE LAND, ORLANDO, WINTER PARK) RESPONDENTS' ATTITUDES TOWARD OTHER PUBLIX CUSTOMERS

Statement	Number and Percentage of Respondents ¹							
	Agree		Disagree		No Opinion		Total	
	No.	%	No.	%	No.	%	No.	%
Other Publix customers are pleasant	377	93	10	2	20	5	407	100
Other Publix customers are courteous	375	92	9	2	23	6	407	100
Most employed Publix customers are highly skilled workers	159	39	115	28	133	33	407	100

¹Based on 407 respondents.

TABLE 28

HIGH VOLUME STORES' (HOLLY HILL, LAKE LAND, ORLANDO, WINTER
PARK) RESPONDENTS' ATTITUDES TOWARD THE PUBLIX EMPLOYEE-
CUSTOMER SERVICE RELATIONSHIP

Statement	Number and Percentage of Respondents ¹							
	Agree		Disagree		No Opinion		Total	
	No.	%	No.	%	No.	%	No.	%
Meat department service is sometimes poor	31	8	335	82	41	10	407	100
Check-out girls are never rude	355	87	50	12	2	1	407	100
The bagboys are occasionally discourteous	11	3	391	95	5	2	407	100
You are sometimes unable to get help when you want it	35	9	367	89	5	2	407	100

¹Based on 407 respondents.

TABLE 29

HIGH VOLUME STORES' (HOLLY HILL, LAKE LAND, ORLANDO, WINTER PARK) RESPONDENTS' ATTITUDES TOWARD THE QUALITY AND PRICE OF PUBLIX MERCHANDISE

Statement	Number and Percentage of Respondents ¹							
	Agree		Disagree		No Opinion		Total	
	No.	%	No.	%	No.	%	No.	%
Quality of meat is higher than at other supermarkets	254	62	103	25	50	13	407	100
Quality of produce is higher than at other supermarkets	259	64	109	27	39	9	407	100
Publix offers the best quality available	385	95	13	3	9	2	407	100
Publix offers lower levels of quality if desired	257	63	85	21	65	16	407	100
Your total food bill is probably higher when shopping at Publix (if yes, then asked following)	138	34	227	56	42	10	407	100
The extra quality is worth the extra money	112	81	25	18	270	1	407	100
You would buy less at Publix if they stopped giving green stamps	61	15	175	43	171	42	407	100

¹Based on 407 respondents.

TABLE 30

HIGH VOLUME STORES' (HOLLY HILL, LAKELAND, ORLANDO, WINTER PARK) RESPONDENTS' LIKES AND DISLIKES CLASSIFIED ON THE BASIS OF MOST COMMON RESPONSES

Classification	Number and Percentage of Responses ¹			
	Likes		Dislikes	
	No.	%	No.	%
Products	18	2	24	3
Physical characteristics	115	14	9	1
Service and management attitude	30	4	6	1
Location	19	2	0	0
Shopping stamps and promotion policy	196	24	52	6
Consumer shopping habit	165	20	17	2
Price	87	11	40	5
Everything (nothing)	59	7	604	74
Unclassified	125	15	62	8
Total	(814)	100	(814)	100

¹

Based on 814 responses.

TABLE 31

HIGH VOLUME STORES' (HOLLY HILL, LAKE LAND, ORLANDO, WINTER PARK) RESPONDENTS' PERCENTAGE OF TOTAL GROCERY SHOPPING DONE AT PUBLIX

Percentage of Shopping Done at Publix	Number and Percentage of Respondents ¹	
	No.	%
0-29	36	9
30-49	16	4
50-69	62	15
70-89	83	20
90-100	204	51
Unclassified	4	1
Total	407	100

¹Based on 407 respondents.

TABLE 32

HIGH VOLUME STORES' (HOLLY HILL, LAKE LAND, ORLANDO, WINTER PARK) RESPONDENTS CLASSIFIED ON THE BASIS OF SELECTED PERSONAL CHARACTERISTICS

Characteristic	Number and Percentage of Respondents ¹	
	No.	%
Sex		
Female	308	78
Male	80	20
Unclassified	9	2
Race		
White	389	96
Non-white	14	3
Unclassified	4	1
Age		
29 and under	48	12
30 through 49	157	39
50 and over	199	48
Unclassified	3	1

¹Based on 407 respondents.

TABLE 33

HIGH VOLUME STORES' (HOLLY HILL, LAKE LAND, ORLANDO, WINTER PARK) RESPONDENTS CLASSIFIED ON THE BASIS OF OCCUPATION

Occupation	Number and Percentage of Respondents ¹	
	No.	%
Professional and Technical	66	16
Farmers and Farm managers	6	1
Managers, officials, and proprietors (excluding farm)	50	12
Clerical workers	4	1
Sales workers	22	5
Craftsmen and foremen	34	8
Operatives	12	3
Private household workers	10	2
Service workers	10	2
Laborers	11	3
Occupations not reported	19	5
Students	1	1
Retired	141	36
Unemployed	4	1
Deceased	10	2
Government	7	2
Disabled	0	0
Total	407	100

¹ Based on 407 respondents.

TABLE 34

MEDIUM VOLUME STORES' (BARTOW, LEESBURG, PLANT CITY)
RESPONDENTS' ATTITUDES TOWARD SELECTED STORE AND
MANAGEMENT CHARACTERISTICS

Statement	Number and Percentage of Respondents ¹							
	Agree		Disagree		No Opinion		Total	
	No.	%	No.	%	No.	%	No.	%
This store is:								
a little bit old fashioned	29	10	252	88	5	2	286	100
planned and laid out efficiently	252	88	32	11	2	1	286	100
poorly decorated	22	8	252	88	12	4	286	100
usually very clean	282	99	3	1	1	0	286	100
very successful	266	93	0	0	20	7	286	100
never out of stock	191	67	85	29	10	4	286	100
this Publix store keeps aisles un-congested	262	92	23	8	1	0	286	100
The management of this store is reputable	281	99	1	0	4	1	286	100

¹Based on 286 respondents.

TABLE 35

MEDIUM VOLUME STORES' (BARTOW, LEESBURG, PLANT CITY)
RESPONDENTS' ATTITUDES TOWARD OTHER PUBLIX CUSTOMERS

Statement	Number and Percentage of Respondents ¹							
	Agree		Disagree		No Opinion		Total	
	No.	%	No.	%	No.	%	No.	%
Other Publix customers are pleasant	265	93	4	1	17	6	286	100
Other Publix customers are courteous	279	98	3	1	4	1	286	100
Most employed Publix customers are highly skilled workers	57	20	176	62	53	18	286	100

¹Based on 286 respondents.

TABLE 36

MEDIUM VOLUME STORES' (BARTOW, LEESBURG, PLANT CITY)
RESPONDENTS' ATTITUDES TOWARD THE PUBLIX EMPLOYEE-
CUSTOMER SERVICE RELATIONSHIP

Statement	Number and Percentage of Respondents ¹							
	Agree		Disagree		No Opinion		Total	
	No.	%	No.	%	No.	%	No.	%
Meat department service is sometimes poor	17	6	233	81	36	13	286	100
Check-out girls are never rude	243	85	42	15	1	0	286	100
The bagboys are occasionally discourteous	9	3	276	97	1	0	286	100
You are sometimes unable to get help when you want it	21	7	255	89	10	4	286	100

¹Based on 286 respondents.

TABLE 37

MEDIUM VOLUME STORES' (BARTOW, LEESBURG, PLANT CITY)
RESPONDENTS' ATTITUDES TOWARD THE QUALITY AND PRICE
OF PUBLIX MERCHANDISE

Statement	Number and Percentage of Respondents ¹							
	Agree		Disagree		No Opinion		Total	
	No.	%	No.	%	No.	%	No.	%
Quality of meat is higher than at other supermarkets	170	59	71	25	45	16	286	100
Quality of produce is higher than at other supermarkets	164	57	93	33	29	10	286	100
Publix offers the best quality available	269	94	9	3	8	3	286	100
Publix offers lower levels of quality if desired	151	53	67	23	68	24	286	100
Your total food bill is probably higher when shopping at Publix (if yes, then asked following)	71	25	177	62	38	13	286	100
The extra quality is worth the extra money	62	87 ²	7	10	2	3	71	100
You would buy less at Publix if they stopped giving green stamps	65	23	197	65	14	12	286	100

¹Based on 286 respondents.

²Based on 71 positive replies in preceding question.

TABLE 38

MEDIUM VOLUME STORES' (BARTOW, LEESBURG, PLANT CITY)
RESPONDENTS' LIKES AND DISLIKES CLASSIFIED ON THE
BASIS OF MOST COMMON RESPONSES

Classification	Number and Percentage of Responses ¹			
	Likes		Dislikes	
	No.	%	No.	%
Products	10	2	18	3
Physical characteristics	62	11	1	0
Service and management attitude	21	4	2	0
Location	15	3	0	0
Shopping stamps and promotion policy	127	22	39	7
Consumer shopping habit	104	18	10	2
Price	88	15	11	2
Everything (nothing)	8	1	428	75
Unclassified	137	24	63	11
Total	572	100	572	100

¹Based on 572 respondents.

TABLE 39

MEDIUM VOLUME STORES' (BARTOW, LEESBURG, PLANT CITY)
RESPONDENTS' PERCENTAGE OF TOTAL GROCERY SHOPPING
DONE AT PUBLIX

Percentage of Shopping Done at Publix	Number and Percentage of Respondents ¹	
	No.	%
0-29	17	6
30-49	13	5
50-69	53	18
70-89	65	23
90-100	135	47
Unclassified	3	1
Total	286	100

¹Based on 286 respondents.

TABLE 40

MEDIUM VOLUME STORES' (BARTOW, LEESBURG, PLANT CITY)
RESPONDENTS CLASSIFIED ON THE BASIS OF SELECTED
PERSONAL CHARACTERISTICS

Characteristic	Number and Percentage of Respondents ¹	
	No.	%
Sex		
Female	225	79
Male	59	21
Unclassified	2	0
Race		
White	262	92
Non-white	22	8
Unclassified	2	0
Age		
29 and under	35	11
30 through 49	97	33
50 and over	162	55
Unclassified	2	0

¹Based on 286 respondents.

TABLE 41

MEDIUM VOLUME STORES' (BARTOW, LEESBURG, PLANT CITY)
 RESPONDENTS CLASSIFIED ON THE BASIS OF OCCUPATION

Occupation	Number and Percentage of Respondents ¹	
	No.	%
Professional and Technical	33	11
Farmers and Farm managers	22	8
Managers, officials, and proprietors (excluding farm)	21	8
Clerical workers	2	1
Sales workers	11	4
Craftsmen and foremen	37	12
Operatives	15	5
Private household workers	4	1
Service workers	10	3
Laborers	5	2
Occupations not reported	20	7
Students	3	1
Retired	76	27
Unemployed	7	3
Deceased	8	3
Government	12	4
Disabled	1	1
Total	286	100

¹Based on 286 respondents.

TABLE 42

LOW VOLUME STORES' (BROOKSVILLE, CLERMONT) RESPONDENTS'
ATTITUDES TOWARD SELECTED STORE AND MANAGEMENT
CHARACTERISTICS

Statement	Number and Percentage of Respondents ¹							
	Agree		Disagree		No Opinion		Total	
	No.	%	No.	%	No.	%	No.	%
This store is:								
a little bit old fashioned	16	10	137	90	0	0	153	100
planned and laid out efficiently	25	16	125	82	3	2	153	100
poorly decorated	15	10	131	86	7	4	153	100
usually very clean	149	97	4	3	0	0	153	100
very successful	126	82	3	2	24	16	153	100
never out of stock	89	58	54	35	10	7	153	100
this Publix store keeps aisles un-congested	116	76	32	21	5	3	153	100
The management of this store is reputable	147	96	0	0	6	4	153	100

¹Based on 153 respondents.

TABLE 43

LOW VOLUME STORES' (BROOKSVILLE, CLERMONT) RESPONDENTS'
ATTITUDES TOWARD OTHER PUBLIX CUSTOMERS

Statement	Number and Percentage of Respondents ¹							
	Agree		Disagree		No Opinion		Total	
	No.	%	No.	%	No.	%	No.	%
Other Publix customers are pleasant	134	88	9	5	10	7	153	100
Other Publix customers are courteous	110	72	8	5	35	23	153	100
Most employed Publix customers are highly skilled workers	42	27	77	50	34	23	153	100

¹Based on 153 respondents.

TABLE 44

LOW VOLUME STORES' (BROOKSVILLE, CLERMONT) RESPONDENTS'
ATTITUDES TOWARD THE PUBLIX EMPLOYEE-CUSTOMER SERVICE
RELATIONSHIP

Statement	Number and Percentage of Respondents ¹							
	Agree		Disagree		No Opinion		Total	
	No.	%	No.	%	No.	%	No.	%
Meat department service is sometimes poor	9	6	135	88	9	6	153	100
Check-out girls are never rude	147	96	2	1	4	3	153	100
The bagboys are occasionally discourteous	1	1	148	96	4	3	153	100
You are sometimes unable to get help when you want it	9	6	138	90	6	4	153	100

¹Based on 153 respondents.

TABLE 45

LOW VOLUME STORES' (BROOKSVILLE, CLERMONT) RESPONDENTS'
ATTITUDES TOWARD THE QUALITY AND PRICE OF PUBLIX
MERCHANDISE

Statement	Number and Percentage of Respondents ¹							
	Agree		Disagree		No Opinion		Total	
	No.	%	No.	%	No.	%	No.	%
Quality of meat is higher than at other supermarkets	76	47	60	39	21	14	153	100
Quality of produce is higher than at other supermarkets	77	50	60	39	16	11	153	100
Publix offers the best quality available	138	90	11	7	14	3	153	100
Publix offers lower levels of quality if desired	73	48	47	31	33	21	153	100
Your total food bill is probably higher when shopping at Publix (if yes, then asked following)	37	24	103	67	13	9	153	100
The extra quality is worth the extra money*	32	86	5	14	116		153	100
You would buy less at Publix if they stopped giving green stamps	40	26	88	58	25	16	153	100

¹Based on 153 respondents.

*Based on 37 positive replies in preceding question.

TABLE 46

LOW VOLUME STORES' BROOKSVILLE, CLERMONT) RESPONDENTS'
 LIKES AND DISLIKES CLASSIFIED ON THE BASIS OF MOST
 COMMON RESPONSES

Classification	Number and Percentage of Responses ¹			
	Likes		Dislikes	
	No.	%	No.	%
Products	12	4	7	2
Physical characteristics	21	7	2	1
Service and management attitude	13	4	2	1
Location	16	5	2	1
Shopping stamps and promotion policy	77	25	25	8
Consumer shopping habit	75	25	26	8
Price	46	15	10	3
Everything (nothing)	26	8	205	67
Unclassified	20	7	27	9
Total	306	100	306	100

¹Based on 306 responses.

TABLE 47

LOW VOLUME STORES' (BROOKSVILLE, CLERMONT) RESPONDENTS'
PERCENTAGE OF TOTAL GROCERY SHOPPING DONE AT PUBLIX

Percentage of Shopping Done at Publix	Number and Percentage of Respondents ¹	
	No.	%
0-29	7	5
30-49	2	1
50-69	13	8
70-89	33	22
90-100	85	56
Unclassified	13	8
Total	153	100

¹Based on 153 respondents.

TABLE 48

LOW VOLUME STORES' (BROOKSVILLE, CLERMONT) RESPONDENTS
CLASSIFIED ON THE BASIS OF SELECTED PERSONAL
CHARACTERISTICS

Characteristic	Number and Percentage of Respondents ¹	
	No.	%
Sex		
Female	115	75
Male	38	25
Unclassified	0	0
Race		
White	139	91
Non-white	14	9
Unclassified	0	0
Age		
29 and under	16	10
30 through 49	33	22
50 and over	104	68
Unclassified	0	0

¹Based on 153 respondents.

TABLE 49

LOW VOLUME STORES' (BROOKSVILLE, CLERMONT) RESPONDENTS
CLASSIFIED ON THE BASIS OF OCCUPATION

Occupation	Number and Percentage of Respondents ¹	
	No.	%
Professional and Technical	6	4
Farmers and Farm managers	13	8
Managers, officials, and proprietors(excluding farm)	10	7
Clerical workers	3	2
Sales workers	1	1
Craftsmen and foremen	9	6
Operatives	6	4
Private household workers	3	2
Service workers	4	3
Laborers	16	10
Occupations not reported	13	8
Students	1	1
Retired	53	35
Unemployed	3	2
Deceased	5	3
Government	7	4
Disabled	0	0
Total	153	100

¹Based on 153 respondents.

TABLE 50

TOTAL RESPONDENTS' ATTITUDES TOWARD SELECTED STORE
AND MANAGEMENT CHARACTERISTICS

Statement	Number and Percentage of Respondents ¹							
	Agree		Disagree		No Opinion		Total	
	No.	%	No.	%	No.	%	No.	%
This store is:								
a little bit old fashioned	71	7	860	90	21	3	952	100
planned and laid out efficiently	765	80	178	19	9	1	952	100
poorly decorated	65	7	841	88	46	5	952	100
usually very clean	937	98	9	1	6	1	952	100
very successful	883	92	4	1	65	7	952	100
never out of stock	585	61	333	35	34	4	952	100
This Publix store keeps aisles un-								
congested	865	91	80	8	7	1	952	100
The management of this Publix store is reputable								
	933	97	1	1	18	2	952	100

¹Based on 952 respondents.

TABLE 51

ALL STORES' RESPONDENTS' ATTITUDES TOWARD OTHER PUBLIX
CUSTOMERS

Statement	Number and Percentage of Respondents ¹							
	Agree		Disagree		No Opinion		Total	
	No.	%	No.	%	No.	%	No.	%
Other Publix customers are pleasant	875	92	27	3	50	5	952	100
Other Publix customers are courteous	865	90	22	3	65	7	952	100
Publix customers are mostly employed as highly skilled workers	306	32	389	41	257	27	952	100

¹Based on 952 respondents.

TABLE 52

ALL STORES' RESPONDENTS' ATTITUDES TOWARD THE PUBLIX
EMPLOYEE-CUSTOMER SERVICE RELATIONSHIP

Statement	Number and Percentage of Respondents ¹							
	Agree		Disagree		No Opinion		Total	
	No.	%	No.	%	No.	%	No.	%
Meat department service is sometimes poor	62	7	798	83	92	10	952	100
Check-out girls are never rude	846	89	97	10	9	1	952	100
The bagboys are occasionally discourteous	30	3	910	96	12	1	952	100
You are sometimes unable to get help when you want it	77	7	851	89	24	3	952	100

¹Based on 952 respondents.

TABLE 53

ALL SELECTED STORES' RESPONDENTS' ATTITUDES TOWARD THE
QUALITY AND PRICE OF PUBLIX MERCHANDISE

Statement	Number and Percentage of Respondents ¹							
	Agree		Disagree		No Opinion		Total	
	No.	%	No.	%	No.	%	No.	%
Quality of meat is higher than at other supermarkets	562	59	263	28	127	13	952	100
Quality of produce is higher than at other supermarkets	570	60	295	31	87	9	952	100
Publix offers the best quality available	889	93	40	4	23	3	952	100
Your total food bill is probably higher when shopping at Publix (if yes, then asked following)	288	30	567	60	97	10	952	100
The extra quality is worth the extra money	244	84 ²	39	14	5	2	288	100
You would buy less at Publix if they stopped giving green stamps	180	19	553	58	219	23	952	100

¹Based on 952 respondents.

²Based on 288 positive replies in preceding question.

TABLE 54

ALL SELECTED STORES' RESPONDENTS' LIKES AND DISLIKES
CLASSIFIED ON THE BASIS OF MOST COMMON RESPONSES

Classification	Number and Percentage of Responses ¹			
	Likes		Dislikes	
	No.	%	No.	%
Products	43	2	56	3
Physical characteristics	200	10	16	1
Service and management	71	4	13	1
Location	64	3	2	1
Stamps and promotion	470	25	139	7
Habit	419	22	56	3
Price	248	13	64	3
Everything (nothing)	107	6	1,406	73
Unclassified	282	15	152	8
Total	1,904	100	1,904	100

¹Based on 1,904 responses.

TABLE 55

ALL SELECTED STORES' RESPONDENTS' PERCENTAGE OF TOTAL GROCERY SHOPPING DONE AT PUBLIX

Percentage of Shopping Done at Publix	Number and Percentage of Respondents ¹	
	No.	%
0-29	65	7
30-49	35	4
50-69	144	15
70-89	214	22
90-100	473	50
Unclassified	21	2
Total	952	100

¹Based on 952 respondents.

TABLE 56

ALL SELECTED STORES' RESPONDENTS CLASSIFIED ON THE BASIS OF SELECTED PERSONAL CHARACTERISTICS

Characteristic	Number and Percentage of Respondents ¹	
	No.	%
Sex		
Female	752	79
Male	188	19
Unclassified	12	2
Race		
White	893	94
Non-white	52	5
Unclassified	7	1
Age		
29 and under	133	13
30 through 49	341	36
50 and over	472	50
Unclassified	6	1

¹Based on 952 respondents.

TABLE 57

ALL STORES' RESPONDENTS CLASSIFIED ACCORDING TO OCCUPATION

Occupation ¹	Number and Percentage of Respondents ²	
	No.	%
Profession and Technical	134	14
Farmers and Farm managers	44	5
Managers, officials, and proprietors (excluding farm)	102	10
Clerical workers	11	1
Sales workers	43	4
Craftsmen and foremen	90	9
Operatives	35	3
Private household workers	17	2
Service workers	24	3
Laborers	53	5
Occupations not reported	49	5
Students	10	1
Retired	274	29
Unemployed	14	2
Deceased	25	3
Government	26	3
Disabled	1	1
Total	952	100

¹Coded by United States Census of Population classifications plus necessary additions.

²Based on 952 respondents.

APPENDIX II

Statistical Computations

Confidence intervals can be calculated to indicate the statistical significance of the percentages of respondents of the all-shopper group who rated each store 1 on given characteristics.¹ Computations relating to selected characteristics are presented below.

Convenience of location

Seventeen per cent of the population which was sampled rated Publix 1 on "convenience of location" and 51 per cent rated Winn-Dixie 1 (Exhibit 12). The following formula is utilized to measure the confidence intervals: (formula derived from personal notes of Richard Rollins)

$$p \pm [(t)(\sqrt{pq/n-1}) + \frac{1}{2n}]$$

where $n = 172$, $p. = 17\%$ and $q = 83\%$, one sees that:

$$\sqrt{(.17)(.83)/171} = \sqrt{.1411/171} = \sqrt{.00825} = .0287;$$

then $17 \pm (1.96)(.0287) + .0029$; and $17 \pm .0592 = 17 \pm .06 = 11-23\%$.

With 95 per cent confidence, it can be stated that of all shoppers in the population sampled, between 11 per cent and 23 per cent would rate Publix 1 on convenience of location.

¹These confidence intervals apply only to the Gainesville household survey.

Where $n = 172$, $p = 51\%$ and $q = 49\%$,

$$\sqrt{(51)(49)/171} = \sqrt{.2499/171} = \sqrt{.001461} = .038;$$

then $.51 \pm (1.96)(.038) + .0029 = .077$; and $.51 \pm .08 = 43\text{--}59\%$.

With 95 per cent confidence, it can be stated that of all shoppers in the population sampled, between 43 per cent and 59 per cent would rate Winn-Dixie 1 on convenience of location.

Merchandise display

Forty-seven percent of the population which was sampled rated Publix 1 on "merchandise display" and 17 per cent rated Winn-Dixie 1 (Exhibit 15). Utilizing the same formula as above, where

$$n = 172, p = 47\% \text{ and } q = 53\%,$$

$$\sqrt{(.47)(.53)/171} = \sqrt{.2491/171} = \sqrt{.001456} = .038;$$

then $47\% \pm (1.96)(.038) + .0029$; and $47 \pm .077 = 47 \pm .08 = 39\text{--}55\%$.

With 95 per cent confidence it can be stated that of all shoppers in the population sampled, between 39 per cent and 55 per cent would rate Publix 1 on display of merchandise.

Where $n = 172$, $p = 17\%$, and $q = 83\%$, the 95% confidence intervals are 11% and 23%.

This computation is shown for the Publix rating of "convenience of location" and is the same for Winn-Dixie "merchandise display."

Best buy in meats

Twenty-four percent of the population which was sampled rated Publix 1 on "best buy in meats" and 38 per cent rated Winn-Dixie 1 (Exhibit 21). Making use of this formula, where

$$n = 172, p = 24\% \text{ and } q = 76\%,$$

$$\sqrt{(.24)(.76)/171} = \sqrt{.1824/171} = \sqrt{.001066} = .032;$$

$$\text{then } 24\% \pm (1.96)(.032) + .0029; \text{ and } 24\% \pm .063 + .0029 \\ = .066 = 7\% = 17-31\%.$$

With 95 per cent confidence it can be stated that of all shoppers in the population sampled, between 17 per cent and 31 per cent would rate Publix 1 on "best buy in meats." Where $n = 172, p = 38\%$ and $q = 62\%$,

$$\sqrt{(.38)(.62)/171} = \sqrt{.2356/171} = \sqrt{.001377} = .037;$$

$$\text{then } 38\% \pm (1.96)(.037) + .0029 = 7-1/2\% = 30-46\%.$$

With 95 per cent confidence it can be stated that of all shoppers in the population sampled, between 38 per cent and 46 per cent would rate Winn-Dixie 1 on "best buy in meats."

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BIOGRAPHICAL SKETCH

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This dissertation was prepared under the direction of the chairman of the candidate's supervisory committee and has been approved by all members of that committee. It was submitted to the Dean of the College of Business Administration and to the Graduate Council, and was approved as partial fulfillment of the requirements for the degree of Doctor of Philosophy.

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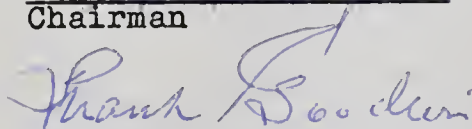
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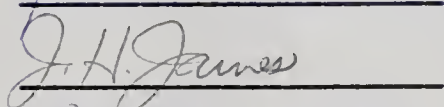
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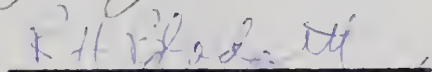
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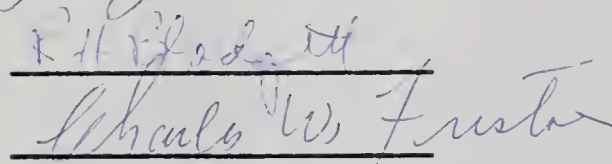
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